

Sales Management



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Write for large Commercial Atlas Circular with Sample Map

January, 1921

How Many of Baltimores 105 Screen Theatres Show YOUR Pictures—and How Often?

WE have just completed a survey of the Motion Picture situation in Baltimore, which will be valuable to every man or firm interested in a wider distribution of films and greater profits from them.

Our book detailing this investigation contains an enormous amount of invaluable information, covering every film theatre in the city of Baltimore, the name of the theatre, its manager, seating capacity, prices, type of projection machine used, etc., outlines a new and improved method of merchandising, gives facts as the result of a direct investigation with those who go to see motion pictures—how often they go, where and why?—and further possibilities of the market based on these tables.

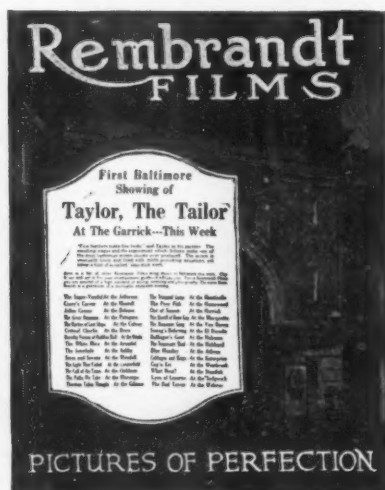
But the big salient thought our investigation contains is that practically the entire expense of producing a film has gone into it whether it is shown ten times or fifty times in a market. With this in view our survey makes an extremely incisive suggestion for getting double or triple the present number of rentals out of a film, and for keeping it working

weeks, even months, after it now goes on to the shelf.

When a man sells a million more bars of soap he is up against the necessity of buying more material of every sort, increasing his labor supply, in fact, increasing his expenses generally, almost up to the point of his increased business. But a film enterprise is practically at no increased expense whatever, so far as the product itself is concerned when doubling or tripling the sales.

The firm acting on the suggestion contained in this survey and market analysis first, will get the greatest benefit out of it at the lowest expense. The more firms that go into it in the long run, the better, but the pioneer will unquestionably get the "cream" at very moderate cost.

This is a book which will appeal intensely to the biggest men in the Motion Picture industry.... Men like Mr. Lasky, Mr. Laemmle, Mr. Smith, Mr. Brunet, Mr. Selznick, Mr. Fox, Mr. Griffith, Mr. Zukor, Mr. Goldwyn, Mr. Rowland, Mr. Hodkinson, Mr. Williams, Mr. Cole, Mr. Abrams, Mr. Price, Mr. Cohen, Mr. Hammons, Mr. Hoffmann, Mr. Waters, Mr. King, and others at the head of the biggest film enterprises, or in charge of their advertising, will find food for thought, serious consideration, and we believe incentive to action, in this valuable survey, which we will gladly send to every executive in the film business who will write for it on his business stationery.



The Baltimore News

Evening, Daily and Sunday

and **American.**

Morning, Daily and Sunday

Dan A. Carroll
Eastern Representative
Tribune Bldg.
New York

Frank D. Webb
Advertising Manager

J. E. Lutz
Western Representative
1st Nat'l. Bank Bldg.
Chicago

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Renewals: Subscriptions are promptly discontinued upon expiration. Readers desiring to keep their files complete should renew promptly. Back copies cannot be supplied when subscriber fails to notify us of change of address.

Bound Volumes: No more copies of Volume I in bound form are available. Orders are now being filled for Volume II. Nearly 600 pages; bound in heavy buckram, lettered in gold. Edition limited to 100 copies. Price, \$6.00.

News Stand Copies: This magazine is not generally sold through news dealers. Copies can, however, usually be secured after the first of the month from the news stands at leading hotels, railroad stations and book stores in the larger cities.

Advertising Rates: Full page advertisements facing reading, run of paper, \$75.00 per insertion. Two-thirds page (across two columns), \$50.00; half page special island position, \$50.00; half page across columns, \$40.00; third page, one column, \$28.00; \$3.50 a column inch. Classified advertisements, 25c per line of seven words.

Closing Dates: First forms close on the tenth of the month. Final forms, fifteenth of the month. Publication date, twenty-fifth of the month, all preceding date of issue. To secure proofs of advertisements, copy must be in our hands not later than the tenth.

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Sales Management

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In the Interest of Better Marketing

Volume Three

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Number Four

Contents for January 1921

	Page
ADVENTURES IN RECRUITING SALESMEN	177
<i>By Wm. F. O'Brien, Gen. Sales Mgr., Heath & Milligan Mfg. Co.</i>	
MAKING PICTURES OF EXPENSE ACCOUNTS	179
<i>By R. W. Madden, of Ernst & Ernst</i>	
FORECAST OF LEGISLATION EFFECTING SALES	182
<i>Special Washington Correspondence</i>	
MADE-TO-ORDER SALESMEN	187
<i>By Eugene Whitmore</i>	
SALES EXECUTIVES CONSIDER EFFICIENCY MEASURES	188
PERSONAL ITEMS ABOUT SALES MANAGERS	191
WHY THE GLOOM CLUB ADJOURNED	195
<i>By a Salesman Who Was There</i>	
HOW ONE CONCERN SOLVED ITS COMPENSATION PUZZLE	196
HOW SALES MANAGERS CAN USE THE CENSUS BUREAU	201
<i>By Waldon Fawcett</i>	
TRADE-MARK and GOOD-WILL PROTECTION	207
<i>Territorial Limitation Upon Good-Will—An Agent Cannot Take Over the Good-Will of a Sales Interest—Local Raids on Mail-Order Good-Will are not Allowed—State Registrations May Bolster Good-Will—No Rule of Thumb for Good-Will Valuation.</i>	
EDITORIAL COMMENT	210-211
<i>What is Ahead in Business—The Dictaphone's "Carry and Sell" Plan—The Experience Fetish in Sales Work—Getting the Business by Going After It—How Will the Price Drop Effect Merchandising Methods?</i>	
ADVANTAGES OF THE N. C. R. AGENCY PLAN OF DISTRIBUTION	212
<i>By R. B. Lee</i>	
A PLAN THAT BROKE THE BUYER'S STRIKE	217
<i>The Story of a Fngidaire Campaign</i> <i>By K. H. Lansing</i>	
NOVEL USES FOR MOTION PICTURES IN SALES WORK	220
<i>Report of a Recent Meeting in Chicago</i>	

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"Don Mike" Farrell, son of
an illustrious family of warriors

The Inspiration for a Great Novel

TOWARD sunset of a California evening, Peter B. Kyne and I—no man ever had a better companion than Peter B. Kyne—drove up to one of those picturesque old missions in southern California. A hooded and sandaled padre welcomed us. We strolled into the churchyard just as the evening bells were tolling.

We were studying the old Spanish names on the gravestones and musing on the California that was, when we came upon one stone that startled us to attention.

SACRED
TO THE MEMORY OF
PATRICK O'REILLY
OF COUNTY CORK

THE dates on the headstone went back two generations.

I turned to Peter.

"What under the sun do you suppose led Patrick O'Reilly, of County Cork, into this Spanish settlement?"

With that wonderful Irish smile of his, he answered:

"What leads an Irishman anywhere? 'Twas a pair of flashing black eyes, to be sure."

He and I have talked about the gravestone a number of times since; it fascinated both of us. Finally, early this spring, while we were after trout in the northern part of California, it gave Peter Kyne the inspiration for the best novel he has written.

It's a novel which has to do with the days of the old rancho's, the days of guitars in the moonlight, the days of beautiful Spanish women, and men gallant and brave. Also it has to do very vitally with the California of today, and with a California question which is so far-reaching that it affects every man, woman and child in the United States.

The novel begins in the next—the January—issue of COSMOPOLITAN.

I want every reader of COSMOPOLITAN to begin at the beginning, because, in the course of one of the most remarkably fine love-stories I ever read, I have learned more about one part of my own country than I could have from any other source.

Ray Long.

Ben Ames Williams, E. Phillips Oppenheim, Edwin Balmer, Frank R. Adams, William MacHarg and Thomas Burke are a few of the other writers in this number

"America's Greatest Magazine"

Cosmopolitan

"Nearly everybody worth while reads Cosmopolitan"

Sales Management

The Dartnell Monthly Magazine

Volume Three

Chicago, January, 1921

Number Four

Adventures In Recruiting Salesmen

By Wm. F. O'Brien

General Sales Manager, Heath & Milligan Mfg. Co., Chicago

A labor survey made during the week of December 20th shows that there are two salesmen for every job to be filled. The figures are based on reports from thirteen Chicago employment agencies.... This means that a sales manager no longer needs to hire the first man that applies for a position. By a more painstaking selection of men he is enabled to recruit a higher grade of men and materially lessen the percentage of failures. This article tells of the experience of one sales manager who recently interviewed 250 salesmen applicants to get 22 new salesmen for his organization.

RECENTLY I interviewed more than two hundred and fifty applicants for positions as traveling salesmen for our company. For two weeks I worked night and day sorting out these men to find the 9 percent of them having qualifications to make good as our representatives. In hiring the 22 salesmen who are now augmenting our sales force in taking over new territory opened up, I learned considerable about how to get salesmen. But I also found out some things about sales management.

Appointments were made with these men at thirty minute intervals. My idea was to give each man a half hour to sell me on the fact that he should have the job, and to give myself ample time to find out what ability the man had as a salesman. Many times we ran considerably over the allotted half hour. Frequently we ran under. In fact occasionally my decision was made the instant I shook hands with the man. I hired one man before I shook his hand.

His appointment with me was at night. The office is rather a difficult place to get to. The only light was at my desk. He came in the entrance and tried several doors which were locked. I heard him and went out to show him the way in. In the dim light he did not know but what I was the night watchman. He was so courteous and convincing in asking to see the sales manager that I made my decision then and there. However, I was careful not to let him know it.

I used a more or less standardized method of interviewing these men. This not only made a comparison of the men easier, but it saved time. First of all each man was given an opportunity to talk about himself. Invariably he is primed to give his "life history", as I term it, and the sooner he gets this off

of his mind the more at ease he will be. In other words, I find that in order to ascertain the true ability and capacity of these men, it was first necessary to dispense with a few formalities, allowing him to get his story off of his mind, then give him time to relax and be himself. At the beginning of the interview the applicant is tense, looks you straight in the eye in order to catch every expression, and is unnatural in many ways. This puts him at a disadvantage as a rule. The situation was met by allowing the salesman to relieve himself of his story, following which he felt a load was lifted and would begin to feel more at ease. After telling him something of our proposition I would then spring the key questions. I had a series of carefully planned questions which I learned from experience would give me a very accurate insight into the man's ability as a salesman.

The first question asked was "Why do you think you can sell our line of paints?" A majority of them were weeded out at this point.

In replying to the question 85% of the applicants disclosed the fact that they were job-seekers. Ordinarily the reply was something like this: "I can sell anything. I have had a lot of experience in selling and I can sell your products just the same as I have sold many others."

A general answer of this kind exhibited the fact that the salesman had not given any previous thought to the matter and he had simply "answered the ad" to get a job, a routine to which he was fast becoming accustomed. He showed he had no special reason for wanting to join the Heath & Milligan organization. The thought uppermost in his mind was that he wanted a job and this seemed to be a good place to get it. Such applicants were disposed of promptly.

The men who really wanted a position with this company had some good reason in mind. They would give it in reply to this question. For example, one man whom we hired, said: "I have known of your product for several years and I know it has been on the market for a long time; your advertising seems to be well done and I know you have quality paints. I am positive I can sell a quality product backed by the good reputation of your company and the kind of advertising you are doing." This showed instantly that this man had given our proposition some thought before he ever called upon us and it was safe to presume that he did not want to sell any old thing merely to have a job and a drawing account.

Another man said he clerked in his father's hardware store twenty years ago and the stock included a line of Heath & Milligan paints. His father always thought very highly of the house and he understood the company had developed greatly since that time. Others who were hired showed in various answers how they were especially interested in this particular company.

Right here it should be explained that applicants had plenty of opportunity to look up the company as no blind advertisements were used in getting in touch with the 250 or more salesmen. Display advertisements on the financial page were used at first in three cities. The number of replies were disappointing, although the applicants were high grade. So classified advertisements in the newspapers were resorted to. The company name appeared boldly at the bottom of each advertisement.

Newspaper advertisements in the classified columns can be well recommended when you want a quantity of answers, but in our case the 91% chaff had to be sorted from the 9% wheat.

This work consumes much valuable time. There are too many of the job-seeker class who are continually reading the classified sections. Many of these men go from one company to another. They stay as long as a special drive is in progress, then when business gets down to a normal basis, they jump to another job. These are the salesmen who "sell anything".

One salesman who seemed to be above the average frankly admitted he had been answering two or three classified advertisements every night and that this was the first legitimate proposition he had come across.

"What is your theory of advertising?" This was the next question presented. It was brought in as soon as the conversation turned to advertising. As in many other businesses our advertising is a vital part of the sales work. To be successful he must be thoroughly in sympathy with the advertising—in fact he must be exceptionally enthusiastic about it. There is no line where our advertising ends and the sales work begins—it is all one. Our advertising is a part of the sales plan. So this question was intended to give us a line on the prospective salesman's views on what advertising meant to him personally.

Almost invariably the answer to this question expressed the salesman strongly in favor of advertising. He knew that we expected him to assume that attitude, so he did. Therefore, it was necessary to discuss the question with him, endeavoring to get him to show whether he was simply luke warm and that he honestly thought "advertising is a good thing, but—". If he had any prejudices against advertising, our interview was brought to a close. If his enthusiasm was maintained and he showed plainly that he felt our advertising would have considerable to do with his success, then the impression he made was very favorable.

It requires considerable tact to uncover the true thoughts of salesmen on the advertising question, as many sales managers know. Applicants appreciate that it is to their advantage to give the impression they favor advertising. So what can you expect? I made a mistake along this line that I discovered recently. One of the boys in the Mississippi Valley had a bad slump in sales. Correspondence did not unearth the trouble. I had my suspicions as to what was wrong. I sent one of the field captains down to travel with him for a week. He came back and told me I was all wrong, but for the life of him he could not find out what was the matter with that salesman. Shortly afterward a letter was received from the salesman telling how competition was allowing a special extra discount to get volume in a certain locality. He said he knew it would not be possible to sell a quality product on a closer margin, but he felt it would be a good plan to make some concession if it could be done by trimming down the advertising appropriation.

That settled it. I had found the difficulty. He had been unsold on advertising.

So I wired him to come to Chicago at once for special training. This situation shows that too much care cannot be exercised in uncovering any prejudices against advertising that a prospective salesman may harbor. It probably costs us close to \$1,000 to employ, train, and break in a new man so it is our aim to prevent the employment of salesmen about whom there is any doubt.

The training includes two weeks at the home office with full salary. During the first week, our research manager, a thoroughly practical all-around man who has been with us for 25 years, explains how our paint products are manufactured, the purpose, use, etc. Then for two days the salesman dons overalls, takes paint and brush and learns how to do the work in practical

Mr. O'Brien's Six Key Questions

1. *Why do you think you can sell our line of paints?*
2. *What is your theory of advertising?*
3. *What kind of advertising in your opinion is the best for the merchant?*
4. *What have you done personally to help move merchandise from the retailers' shelves?*
5. *Why should I give you preference over the 200 other salesmen who are applying for this position?*
6. *How much do you think you should earn in this job?*

experience. Following this, he spends the balance of his time in the sales department to thoroughly learn our merchandising methods. At the beginning of the third week he goes into his territory accompanied by a field captain who travels with him until he gets well started. Three weeks later he again reports in person at the home office. He has then had enough practical experience to accumulate a book full of questions which he wants answered. He has confronted practical problems and he is ready for the final polishing. In two days time he actually learns more in this final polishing than he absorbed during all the weeks previously.

The third question is "What kind of advertising in your opinion is the best for the merchant?" This is contributory to the second question. However, it is the wedge which gets in to find out if the applicant is basing his statements on truth or imagination. Most of the applicants who had experience named newspapers, circularizing, or both. They

showed they knew what they were talking about when they gave a reason for their convictions.

Question number four is a particularly important one from our standpoint, because a salesman's success depends on his ability in a merchandising way. The question was, "What have you done personally to help move merchandise from the retailers' shelves?" A salesman formerly with one of the largest farm implement manufacturers in the world, told of going out to call upon farmers in order to help the dealer to close up sales. A paint salesman told of getting orders from painters in each town as well as calling upon farmers to sell paint, the orders being turned over to the local dealer who in turn placed a larger order for stock. Such salesmen would be sufficiently sold on doing this kind of business development that they would be given preference.

If the interview had proceeded this far without my being able to arrive at a definite decision, the fifth question was sure to bring the finale. "Why should I give you preference over the 200 other salesmen who are applying for this position?" This question is a test on the most vital qualifications for a salesman in this organization. It has to do with the underlying policies of our merchandising plan. I will describe the plan briefly. In order to open up new accounts there are three methods of procedure from which we must choose:

- (1) Unsell the buyer on his present line and then sell him on ours,
- (2) Find a buyer dissatisfied with his present line,
- (3) Develop a new outlet for our product.

As to the first method, we believe that little is gained, as a general rule, by inducing a merchant to throw out one line and put in ours. Sooner or later the competitor's salesman who held that account will land another in the same town, and if he persuades some other merchant to abandon another line, he is creating the same situation. The result is accounts move around in a circle and everybody loses in the process. Also, this method requires double selling—unselling the merchant on his present line and selling him on a new one.

The second method is impractical also. Our product is highly competitive and every manufacturer is doing everything in his power to keep the merchants satisfied with their lines. Looking for dissatisfied buyers does not pay.

Therefore, our policy is to concentrate on the third method—developing new outlets. That is why I say our men must be more than salesmen—they must know merchandising methods. They must have plenty of resourcefulness and initiative because they must take the ordinary retailer and transform him into a merchant. The salesman's success hinges on his ability to do this. He must have vision and a never ending enthusiasm until he accomplishes what he starts out to do with each merchant. The result of this policy of developing outlets for our product is shown in the individual sales records of our salesmen,

(Continued on page 208)

Making Pictures of Expense Accounts

By R. W. Madden

of the staff of Ernst and Ernst, Chicago

Should expense accounts be audited? Ask the sales manager and he will very likely say that he doesn't give a tinkers dam whether it is audited or not, all he cares to know is if the salesman is producing. Ask the treasurer and he will declare emphatically that they should not only be audited but that the salesman should get particular "H" for spending so much money. But there is still another side to the matter which Mr. Madden has brought out in this article, based on a talk before the Millinery Jobbers Association late in November.

THE idea formerly held by some sales managers that the size of a salesman's expense account made no difference so long as they got the business, and the idea of other sales managers that it was poor policy to audit expenses when there were so many other constructive things to do has given way to the general view that NOW is the very logical time to institute a campaign of economy in this direction. This is the result of the growing belief that there has been too loose a policy followed in the past in matters of traveling expenses which will react unfavorably in the future. Added to this condition is the steady growth of expense accounts generally and the fact that the increased railroad rates and advance in other traveling expenses has come with the decline of prices, a time when you can least afford an increase. It is only by very careful supervision and curtailment of expenses that we may assure ourselves of an adequate profit on the goods we sell in the future.

Even sales managers in lines where the salesmen pay their own expenses are beginning to realize that they are also directly interested in economical traveling and the need for urging their salesmen to travel economically for they will suffer in the long run by being forced to pay increased commission.

The Swindle Sheet Piker

In the handling of traveling men's expense accounts I am optimistic enough to believe that salesmen are just as honest as any other class of men. To a certain extent you have to be for even if you compel your men to turn in vouchers it is impossible to obtain receipts for money expended in all cases. The swindle sheet piker soon uncovers himself so I don't feel that he need enter into our consideration. However, some men are free with their money, never save anything and naturally they will spend your money freely. Other men are more diplomatic, more practical and get more done for a dollar than others can for a dollar and a quarter.

Any system of auditing traveling expenses then must have for its object the analyzation of items entering therein with a view toward exposing the weak points, the wasteful items and the elimination of lost motion.

Aside from the analysis of the expenses themselves, considerable saving can be affected in the handling of the funds. When you start a man on the

road give him an expense fund sufficient to last him a given period. This fund may be \$100.00, \$200.00 or \$300.00, but make up this fund in checks of \$25.00 or \$50.00 denominations and instruct your salesman to cash these checks only as he needs them, and to keep a record of the numbers of the checks when he cashes them and have him report this information in his expense report. From this system you can see that the checks in the hands of your salesmen represent money drawing interest and no money is actually drawn for expenses until it is needed. When you have several men on the road this becomes an important item.

Reimbursement should be made at intervals only for the amount of the money spent. This will enable your salesmen to keep better track of his fund without intricate calculations for he can strike a balance at all times by adding together the amount of money he has on hand at any period with the checks sent him reimbursing him, and the amount of money spent up to the time he received his reimbursement, the total of these three items should equal his fixed fund.

Considerable thought should be given to the matter of providing the salesmen with proper expense account blanks for making their report of expenses. Many of the stock forms in use today are inadequate. They are not arranged prop-

erly for the recording of the information which you must know. In preparing a form you should endeavor to make it as easy as possible for the salesman to give you this detailed information and at the same time facilitate the summarizing and classifying of this data at the Home Office. A dollar wisely spent here means the saving of several in accomplishing the desired results.

One of the best forms I know of provides for not only a reconciliation of the salesmen's fund, but the items of expense are printed thereon so that a careful accounting must be made for every cent paid.

In addition to this it contained the very good point of setting the salesman's expenses right alongside his daily accomplishments. The mere knowledge that at the end of the day he will have to make out a report of this character is a great force against killing time or even half-hearted effort. No one likes to report failures. It also solves the problem of getting salesmen to make a report of each day's work to the office. Every salesman appreciates the necessity of sending in expense accounts so that he can get more expense money, and with a form of this kind to make out he cannot very well get out of making out his call reports as well as his expense account.

Such blanks should be made convenient in size so that the salesman can

SALESMENS COMPARATIVE EXPENSE CHART				
	PERCENTAGE OF EXPENSE			
	15	30	45	60
SALESMAN NO.1				
HOTEL & MEALS				
RAILROAD FARE & SLEEPER				
EXCESS BAGGAGE				
TAXI & TRANSFER				
TELEPHONE & TELEGRAPH				
INCIDENTALS				
% TO GROSS PROFIT				
SALESMAN NO.2				
HOTEL & MEALS				
RAILROAD FARE & SLEEPER				
EXCESS BAGGAGE				
TAXI & TRANSFER				
TELEPHONE & TELEGRAPH				
INCIDENTALS				
% TO GROSS PROFIT				

easily slip it in his vest pocket and he should be instructed to record his expenses at the time he pays out the money. By this procedure he is constantly reminded of the fact that he is expending the firm's money.

It has always been considered a foolish thing to hitch the cart before the horse, yet in many businesses this is done by habit. One of the fundamental principles of all success is careful planning, scheduling ahead or anticipating just what will happen in the future. It is one of the plainest rules of industrial common-sense that the field of sales should be first surveyed and thoroughly comprehended before any other step in business is taken. If a salesman does not do a day's work every day, does not sell a paying amount of goods, the expense of maintaining him on the road must come out of your profits. We must strive for a maximum of distribution,

with a minimum of expense. We must study out and plan for not only economical routing in the covering of each territory, but we must also plan what the expense of each trip will be. A tariff of railroad fares and rates of mileage is easily obtained or compiled from which an entire route can be scheduled. Rates of hotels can also be easily obtained and we can always tell just about what incidental expense should occur. In this manner we can plan or budget the expense of each trip or each town of each trip. Of course, like train schedules it may be subject to change, but the salesman should have some standard to work by. Not even the fastest and most willing thoroughbred can run as good a race when unpaced as when paced.

A copy of this budget should be placed in the back of his expense report book and the salesman will thus have a constant reminder of what is expected of him.

The handling of all expense accounts in the office is best facilitated by centralization. Part of the time some one individual should be allotted to take charge of all traveling expense funds. He should pass on all expense accounts. He should figure at least as being the one who is responsible for the auditing of such matters, and should issue all funds used for such expenses.

The expense books on being received should be carefully checked for extension and footing and all duplications of items that may occur should be eliminated. By having a budget allowance to check by the large percentage of items are held down to a prescribed limit and only those items which are extraordinary or which have not remained within the prescribed limits are brought to the attention of the management.

Whatever recording of analysis of classification of expenses is made for comparison, I find that figures prove inadequate and too difficult to digest. In almost every case where comparisons are desired graphic charts bring out the more important points more vividly than do figures. They keep facts from losing themselves also by showing tendencies at a glance. They save the time of wise executives who desire to keep their figures on the pulse of their business or make use of past performance when playing the future. You can tell more about a picture by looking at it for one minute than you can by having someone describe it to you for ten minutes.

I recently completed some research work in about eight department stores. Each of these stores consisted of forty-two sections and each section included about ten factors to be compared, making a total of 3,360 items to be compared and which by the use of graphics I was able to condense into about ten or eleven reports. By way of illustrating what may be accomplished in visualizing the element of traveling expense I have prepared this chart depicting the expense accounts of two road men: An analysis of this chart will show to what extent the personal element enters into selling expense.

While I have shown the "percent to gross profit" as the last item it is by no means the least. After all is said and done the most important factor is how profitable the man is as an investment. I recall an instance when a salesman seeking additional compensation based his argument on the fact that his percent of his sales were exceedingly low and yet on investigation it was found that he expended his efforts along the lines of least resistance and was booking his orders for the easiest seller on which the margin of gross profit was exceedingly small as compared with other merchandise in his line.

Let us see if we can discover any reason for the great difference in sales and expense of these two salesmen.

The first and most startling difference is the hotel and railroad expense. Number 1's hotel is largely in excess of his railroad fare and just the reverse is true of Number 2. What does this mean? It shows that salesman Number

(Continued on page 215)

What a Few Users Say About Our House Organ Service:

BRENNEMANS FINE BISCUIT,
PITTSBURGH, PA:

"I am very frank to tell you that since No. 6 of Volume 4 has been printed and distributed, we feel "Brennemans Fine Biscuit Magazine" has had no small part in bringing about the growth of our business which we experienced during the past four and one-half years, and which is something like three and one-half times in volume.

IMPERIAL TYPE METAL COMPANY,
CLEVELAND, OHIO:

"Our salesmen have all been consulted as to the value of "The Type Metal Magazine" and they have unanimously stated that they would not for a minute consider discontinuing it. We feel unquestionably that the magazine is of great value to us as a builder of good will, and we know that it produces a reasonable amount of direct business which we would not otherwise get."

FRINK DECOLORIZER COMPANY,
LANCASTER, OHIO:

"We believe "Frink Hints" is a wonderful builder of confidence with our customers and friends and that it really is the best possible means of advertising our products and service."

LAWRENCE PAPER MANUFACTURING
COMPANY, LAWRENCE, KANSAS:

"We began sending out "The Jayhawk", which you are publishing for us, in May of 1918, and the fact that we are still sending it out and expect to continue, is evidence of what we think of it."

RITTER COMMERCIAL TRUST,
CLEVELAND, OHIO:

"That we are well satisfied with "Old Man Interest" is shown by the fact that we have already increased the size of our original order by 50 per cent and are considering ordering even more this month."

The House Organs referred to in these letters are of the syndicate type on which The William Feather Company specializes... We will gladly send you complete information regarding our plan of producing these good-will magazines.

THE WILLIAM FEATHER COMPANY
Syndicate House Magazines

613 Caxton Bldg.

CLEVELAND, OHIO

How an improvement in design created basic sales difficulties



Millions of men have eliminated definite discomforts in shaving by adopting the AutoStrop Razor—the only razor and stropping device combined in one

*Unique resistance overcome
in building volume for a
product in a special field*

IN most fields a really successful improvement in design can be counted on to bring lasting advantages in sales.

But for one manufacturer, it is just such a successful step forward in design that has been for many years the chief point of sales resistance. This improvement immediately demonstrated its value in actual use—but by its very nature, it created difficulties in securing new users.

At the beginning, the safety razor market presented no unusual obstacles. The mere novelty of the safety razor helped to change the shaving habits of thousands of men. Aside from the novelty of the new product itself, perhaps the most decisive factor in bringing about this change was the old-fashioned strop. Skill and patience in using it had been essential to shaving. The safety razor seemed to offer a way to discard this troublesome strop completely.

In a few years men everywhere learned to shave without stropping. But this meant the needless waste of blades that were thrown away—and the frequent discomfort of a dulling edge.

It was a study of these great drawbacks that led very soon to a re-

markable invention—a safety razor and automatic stropping device in one.

This improvement in design has given the AutoStrop Razor its distinctive advantages over competitors. It offers the only quick, convenient way to have a freshly stropped blade every morning. No skill in stropping is required.

From the first year that the AutoStrop Razor was offered for sale, alert men in all sections of the country have been quick to adopt it.

But to build volume for this product on a large scale has meant changing once more the shaving habits of American men—it has meant persuading them to go back again to the strop.

It is to meet this unusual resistance to sales that the current advertising for this product has been planned and prepared. Men everywhere are being shown why the strop is essential to real comfort in shaving and how easily it can be used with the razor that "sharpens itself."

As a result, every week thousands of men are changing their shaving habits and beginning to use the AutoStrop Razor.

It has been the privilege of the J. Walter Thompson Company to cooperate with the manufacturer in presenting this product to the public.

J. WALTER THOMPSON COMPANY

NEW YORK CHICAGO BOSTON CINCINNATI LONDON

Forecast of Legislation Effecting Sales

Special Washington Correspondence

As this is written Congress is convening in Washington. It is the final session of the 66th Congress. Sales managers the country over, faced as they are with the problem of vanishing sales, hope for much from this session of the Congress. Will they be disappointed? Just what is the Congress likely to do toward stabilizing a business condition that is fast becoming alarming? We have put these questions up to our Washington correspondent and his report follows:

WITH Congress at last aroused to the imperative need for constructive business legislation, and with the new administration at Washington committed to action in behalf of commercial stabilization, it would seem as though the future must hold many Congressional and governmental activities of the utmost moment to sales interests. On top of the impending program, frankly intended to encourage the orderly courses of U. S. trade at home and abroad, there is, by way of focusing the attention of sales managers, the vital questions that are bound up with the evolution of a permanent, new system of taxation.

"Waiting in the wings", then, is no end of prospective or possible legislation but the riddle of immediate perplexity is whether this, that, and the other measure will appear on the stage at the Capitol during the final session of the 66th Congress or be content to wait until the first session of the new or 67th Congress. Meeting at a somewhat later date than usual, and due to quit, whether or no, on March 4 next, there is no possibility for extensive legislative achievement this winter, other than that represented by the enactment of the various appropriation bills or "supply bills", as annual "allowances" for the governmental establishment are sometimes characterized. However, the Republican majority that dominates this Congress, as it will the next, though by a narrower margin, is most insistent that the appropriation bills be all disposed of ere the old Congress departs. One reason for the sentiment is found, to be sure, in a desire to provide, in ample season, the funds necessary for the operation of the government during the ensuing year. Equally potent, however, is an ambition to have the legislative decks cleared for the special or "extra" session of the new Congress that the new President is expected to summon in the spring.

The leaders of Congress would have been content if they could have restricted the final sitting of the dying Congress to the appropriation measures exclusively but it became apparent, ere the curtain was rung up, that, for all the limitations of time, this would not be possible. Like a snowball rolling down hill was the accumulated pressure for credit relief for the farmers of the country who have been caught and badly pinched in a declining market, with no alternative but to market their produce regardless of quotations. No

less insistent came the demand for legislation to control the tidal wave of immigration that threatens to engulf America,—a predicament that will have extensive, ultimate contact with Yankee sales interests from the inside out as well as from the outside in, according to the degree in which foreign-born operatives seek admission to our factories.

Overshadowing all else, however, as an impending legislative development that will have influence upon sales interests, is that "loaded" subject, taxation. The conundrum that remains unanswered, though, is that of where, when, and how. The "new management" of our national affairs has promised an improved, permanent, scientific system of taxation but how soon we will get delivery is any man's guess. Here again the Republican leaders would much prefer to have the many-horned dilemma kept in the background until spring. Reason No. 1 consists in the hope for complete harmony between a Republican President and a Congress, Republican via strong "working majorities". Reason No. 2, is found in the fact that the working drawings call for an overhauling of the system of taxation coincident with, and balanced by, a general revision of the tariff. And to attempt a comprehensive shake-up of tariff schedules in the brief winter session has been manifestly impracticable.

Business men, bent upon taxation legislation, instantly if not sooner, have been at the heels of Congress from the fall of the gavel. From one quarter, with the insistence of an S. O. S., came the appeal for the rearrangement of the tax payments due during the year 1921 in order to ease the burdens of embarrassed business men who have been caught by market derangements. No less determined the demand from another quarter that Congress relieve business discomfort by extending, to cover the calendar year 1920, the "net loss" provision of the Revenue Act of 1918. A third quota argued that if the subject of taxation was to be opened, by so much as a crevice, the obnoxious "excess profits" tax should be removed as first aid to business. And yet another loud voice from the business gallery roared that even if general revision of the tariff had to be postponed there was no reason why a stop-gap emergency measure,—maybe something in the nature of an "anti-dumping" law,—should not be squeezed through at this session.

Every sales manager may as well jot down in his date book an engagement to meet the revolutionary conditions that

will come in the train of a complete new taxation structure and a remodeled tariff wall. What we cannot tell him in precise detail is the date or dates between now and next fall when the new policies will take effect. It is a pretty safe guess, however, that the autumn of 1921 is a deadline for the announcement of a new tax and tariff price-list that will be compiled on the assumption that Uncle Sam cannot get along with less than his present income for several years to come. By the by, this new sliding scale on which all of us contribute to Uncle Sam's upkeep, cannot be approved until Congress decides just what is to be done about the Liberty Bonds which, according to campaign promises, should be brought back to par. You know, Mr. Sales Manager, if you are observant, that there is a mounting sentiment in Congress in favor of funding the entire government debt in a new long-term bond issue. And if that comes to pass, the bonds will be taxable, even if a higher rate of interest has to be allowed.

If it be guesswork to pick a date for the new tax and tariff laws, it is no less speculative to foreordain the new system of taxation. On the tariff side of the prospectus we can take it for granted that sellers can adjust thematically all closes of imports with the selves to higher customs duties on praconsequent protection to American industries. But, as for taxes, there are more shades of opinion than there are colors in art. Here we have a Congressional contingent that seeks higher income taxes; there a band of "reformers" that would fain double the so-called "luxury" taxes; yonder hobby riders who would translate the old "single tax" theory into a "land tax"; and so it goes.

What is calculated however, to catch the ear of the sales manager, above all this hurly-burly, is the loud chorus in Congress and outside that clamors for a "general sales tax", not as an incidental of the taxation system, as is the present retail sales tax, but as the principal revenue producer,—the backbone of the whole taxation system. If there was ever an energetic and persistent propaganda it is that which has been engineered by certain bankers and other interested parties in the advocacy of this sales tax of, say, one per cent, upon every turnover. If sentiment in sales circles has crystalized on this proposition of a general sales tax it has not made itself felt at Washington and yet it is a far-reaching aspect of public policy upon which marketing executives

Cut Sales Costs

20,000 lines of advertising for
the same price as 5,000 lines

Leading advertisers have concentrated their efforts in the Milwaukee territory. They have found it one of the country's major markets for successful merchandising.

Extra Advertising Lineage

600,000 buyers live in the Milwaukee sales area. The Journal reaches 80% of the English-speaking people in Milwaukee at a rate of 20c a line. To cover 100% of the market all Milwaukee papers

must be used. And the cost will be approximately 4 times greater.

20,000 lines of advertising can be secured in The Journal for the same price as 5,000 lines in all Milwaukee papers.

Builds Bigger Sales Volume

Many leading national advertisers have employed The Journal exclusively for these reasons.

The Journal is read daily in more than 110,000 homes. Your advertising campaign in The Journal, creates strong preference for your product among the majority of Milwaukee purchasers. Wins a whole-hearted dealers backing.

Makes the work of traveling representatives more effective. Opens the way for a bigger volume of sales at minimized costs. Intensifies your campaign to consumer, dealer and jobber.

You obtain dominating space by using The Journal exclusively. And by concentration in The Journal you are tending to bring sales costs down to the lowest point.

The Milwaukee Journal

H. J. GRANT, Publisher.

R. A. TURNQUIST, Adv. Mgr.

O'MARA & ORMSBEE, Inc.

Special Representatives

New York :: Chicago

Forecast of Legislation Effecting Sales

(Continued from 182)

should be heard freely, ere it is fastened upon the national community against speedy recall. The champions of the general sales tax as a prime income producer are making sweeping claims as to the success of the sales tax in Canada. They have not, however, as though to admit that there may be two sides to the question, acknowledged that the sales tax has proven a dismal failure in certain other countries and had to be removed lest trade be stifled.

The legislative "specialties" that frankly and designedly concern themselves with sales policies are all likely to be kept waiting for the "turns" of the "headliners" that have to do with general policies. It did not need the official frown of President-elect Harding to seal the fate of the "price-mark" leg-

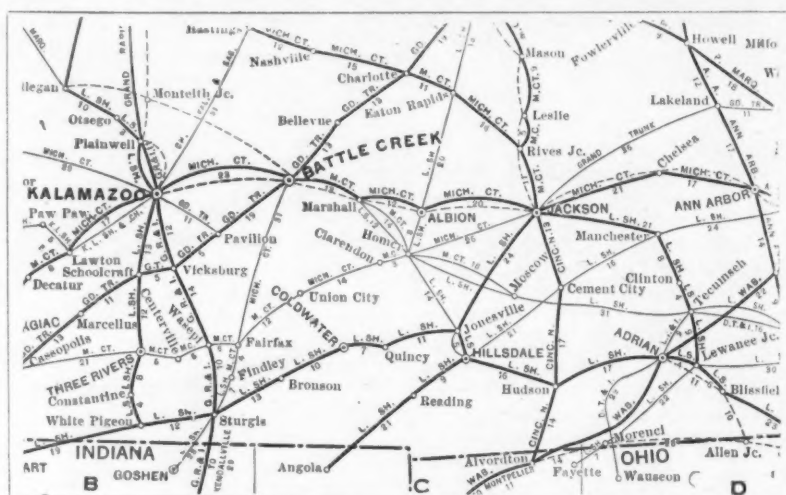
islation that President Wilson advocated—the plan to require the marking on every article of merchandise of the price at which it left the hands of the primary producer. The bill to levy a tax upon all expenditures for advertising, which caused more alarm in sales circles than it ever deserved, has not much better chance of enactment. Congressman Kelly, whose bill to legalize uniform resale prices has replaced the once-famous Stephens Bill in the legislative hopper, is making an effort, after five years of comparative inaction, to revive the issue of "price maintenance", but no one need apprehend early action. Indeed, with a Congress of the present complexion it may injure the resale-price fixing proposition that the bill, sponsored by the American Fair Trade League, provides for a review of fixed prices by the Federal Trade Commission. The Trade Commission, a Democratic institution, is in none too high favor with many members of the new Republican majority and no

person need be surprised if there is a strong effort, ere many moons, to put an end to the career of the "supreme court of business".

The attempt at marketing regulation that stands the best chance of quietly slipping into the statute books is one that most sales managers have accorded the least attention. Many marketing executives have been wont, indeed, to dismiss as "preposterous" or "impracticable" the several pending bills known as "Stamped Fabric" or "Truth in Fabric" bills. But, for all this disdain, be forewarned, Mr. Sales Standpatter, that you are liable to wake up some fine September morn and find facing you as a grim reality a law making compulsory the labeling, as to percentages of ingredients, all fabrics composed of wool, silk, cotton, "shoddy", etc., etc. It is all because the farmers have suddenly become "het up" on the issue that we have this sudden support for a measure that the sales forces thought that they had scotched last spring, by means of the more rational "misbranding" bill. Any sales manager is willing, supposedly, to tell the truth if he elects to brand his wares but it is a horse of another color to be compelled to supply interpretative particulars upon products which the maker and the marketer would prefer to put on sale with no life history appended.

And speaking of the farmers, who have been spurred by low wool prices to make a beginning, via fabrics, of what they are determined shall be an era of interpretative branding, it may be well to point out that the farmers are making a drive for several legislative innovations that will react in salesdom. For one thing, they are dead set upon legislation that will settle once and for all their right to indulge in "collective bargaining" without any reference to what anybody may think that the Sherman Law or the Clayton Act says. "Collective bargaining" means, primarily, the spokesmen for the farmers tell us, "co-operative selling" of farm products. But when the new law is a fact, watch, Mr. Sales Manager, out of the corner of your eye, for a new impulse toward "co-operative buying". Legislation for government control of the packing industry, legislation to require the truthful labeling of field and garden seeds, etc., etc.—all are nominations from the farm field that have strings to them that lead in the direction of sales interests. And, if it was proverbial, in the past, at the Capitol that "the farmers get what they want" what shall we expect now that the tillers of the soil are lining up in great national organizations, each with its very busy representatives on the job at Washington. All told, the legislative stage may be said to be set for the business drama after the long run of the war spectacle.

"We have read with pleasure your first and second sections of the Survey of Modern Sales Organization, and consider them the best that had ever come to our notice. We would like to have another copy for our western representative."—A. F. Dodson, Pres., American Calculator Sales Co.



Showing Partial Reduced Section of Michigan Map

SUCCESS IS ASSURED

to SALESMANAGERS who frequently consult

BLUM'S "SALESMANAGERS' ATLAS"

BECAUSE:

It classifies the towns from the Salesmanager's standpoint—whether industrial, agricultural, suburban, university or mining, so that you can judge the outlet capacity of each town.

It shows the main lines of railroads heavier than the branch lines, so that you can do missionary work with a minimum cost of time and railroad fare.

By dotting in the towns your salesman makes, you can lay out the route at a glance. The railroad distances upon the map enable you to check fares, also to see how long a jump it is from one point of call to the next.

We shall gladly assist in applying our Atlas to your own individual requirements

Price Complete

Linen Paper, \$20.00

Lacquered surface paper, \$40.40

Ask for Catalog F.

The lacquer permits marking in any color and erasing without injuring the surface of paper. It eliminates the expense and space requirement of a pin cabinet.

BLUM MAP COMPANY

Commercial Map Specialists

7 West 29th Street, New York City

Purchase a pocket edition of our individual State Maps from your local stationer. Price 25c each.



Why the Sales Manager decided to use Travelers' Hotel Credit Letters

A few of the many prominent firms successfully using Hotel Credit Letters:

WILLIAM WRIGLEY, JR. COMPANY
Chicago

The continued use by us of your Hotel Credit Letters for our traveling representatives is the best recommendation we can give them.

William Wrigley, Jr., Company.

LAMB & COMPANY
Chicago

Your system fills a long-felt want for traveling men. It regulates their drawing on the firm, keeps them supplied with funds and provides a check on their expenses. Our men have used it with success several years.

L. G. Wolf, Secretary.

DIAMOND CRYSTAL SALT COMPANY
St. Clair, Mich.

Our salesmen cover the entire United States and in having your Hotel Credit Letters they are not delayed when not receiving their check on the day they expect it. By drawing a draft on us which the hotels cash they avoid losing time.

*C. R. Walker,
General Sales Manager*

TRUSSED CONCRETE STEEL COMPANY

Youngstown, Ohio

We have used your Letters for ten years and they have given us satisfaction in every respect, as they enable our men to secure funds at the various hotels. We recommend the system as a very convenient way for business houses to finance their traveling men.

*E. W. McDonald,
Comp.*

THE PARAFFINE COMPANIES
San Francisco

All our representatives use Hotel Credit Letters and speak in the highest praise of the advantages received by being in a position to present your Letters to hotels or banks, and have their drafts on us cashed.

*R. R. Ohea,
Secretary.*

THE following dialogue may take place between the traveling representative and Sales Manager of your Company just as it has many others—not in the same words—but in substance.

Sales Manager: "Do you mean to say that with our rating AA1 you experience trouble having our checks cashed at Hotels?"

Salesman: "Yes, I mean just that! I felt about it as you do until I saw it from the hotel man's standpoint."

Sales Manager: "Well, what is the Hotel's standpoint, as you put it?"

Salesman: "I presented a \$100 check to the Commercial Hotel and this is what the Credit Manager said:

'The corporation whose name is on this check has a high commercial rating, but I do not know the signature of the officers who signed it, nor do I know yours. We are willing to wire your company at your expense, asking for the date, amount and number of check issued to you; and if they give the right figures we will cash it.

Why does a business house such as yours place its representatives in so embarrassing a position? You may get Identification Letters, bought for a mere bagatelle from a corporation that protects hotels against loss. They would enable you to have your company's checks, your personal checks or your drafts on your company cashed cheerfully at all first-class hotels?"

Sales Manager: "You and the rest of our men will be supplied with Hotel Credit Letters from now on."

Our 1921 "Traveler's Hotel Guide," just off the press, showing the latest quoted minimum hotel rates, population of cities and explanation of our system will be mailed free of charge upon request.

Hotel Credit Letter Co.

EDGAR A. WALZ, President

505 Fifth Avenue

::

::

New York City

The Easiest Way

Whenever our country experiences a money flurry, many advertising appropriations are curtailed and some stopped altogether.

The producer of raw material, the labor leader, the makers of railroad tariffs, have all demanded and received, since 1914, great increases in the amount spent by manufacturers for material, labor and transportation.

But the advocates of advertising are not in a position to demand. Advertising is not indispensable.

When the banker puts on the screws of conservatism and retrenchment, the quickest and easiest place to effect a "saving" is in the advertising appropriation.

The "gain" is immediate and the loss is gradual and cannot be proved anyway.

Men who are steadfast in their advertising are either gifted with imagination or protected by having been born resolute.

*Advertising space in the Butterick Publications is
for sale through accredited advertising agencies*

Butterick—Publisher

THE DELINEATOR

(\$2.50 a Year)

THE DESIGNER

(\$2.00 a Year)

EVERYBODY'S MAGAZINE

(\$2.75 a Year)

Made-to-Order Salesmen

By Eugene Whitmore

There may be such a thing as a cut and dried formula for picking salesmen who are winners. There are even sales managers who boast that they have never yet picked a salesman who failed, but we rather suspect they have not picked many. Most of us, however, will privately confess to many errors of judgment in this matter, and it is therefore interesting to hear of the experiences of others no less infallible than ourselves.

THE president had called the new sales manager into his private office for their first sales conference. The sales manager had been with the concern for a number of years—in fact, since he left school, but, strange to say, he had done very little actual selling on the road. His sympathies were primarily with and for the house, as he knew little of the conditions on the road. Naturally he expected a talk from the president about “getting the men’s viewpoint”, and “securing the greatest measure of co-operation” from the men on the road. Then he also expected a talk about the necessity of branching out and filling up unoccupied territory. He had another guess coming.

“Sit down and get comfortable—I’ve a long story to tell you—in fact I am going to, briefly outline the history of some of our greatest failures, and our most brilliant successes in our sales force”. Here the president consulted several old application blanks as if to refresh his memory. “I want to let you in on the history of these fellows so that you will know them better, and as a guide in securing new men. You know we have in the past tried every known method of recruiting salesmen—I have been thinking of late that we have spent entirely too much time running about after new men, and not nearly enough taking proper care of the men we have.

Men Who Did Not Get By

“I can think of a dozen men who are not more than getting by. If they are naturally lazy I want them released at the earliest possible moment—a lazy salesman is about the only one that I refuse to try to cultivate. If they don’t know enough about our line to sell it intelligently, I want them taught—even if we have to bring them into the factory and keep them here a few months. But from now on we are going to do less “hiring and firing” and more teaching. Your predecessor seemed to think our salvation lay in lining up a bunch of successful men—in other words he spent his time trying to steal a ‘ready made’ sales force from our competitors. We are going to build a ‘made-to-order’ sales force for ourselves.

“Take the case of Joe Ross—you know there never was a better man for this house. We always depended on Joe when there was something hard to do. Joe was one of the made-to-order fellows—we made him to OUR order. It’s a funny thing the way we located him. One of our men was snowbound up in a little junction point in Minnesota—guess there were about three other pas-

sengers with him, and during the hours they spent there our man became interested in a young fellow who was the man of all work at the railroad station—he was station agent, express agent, telegrapher, freight agent, chief clerk, janitor and all—for these various and important duties he received a total salary of almost forty dollars a month. When our man got into the home office he told me about him—in those days I was my own sales manager—and I told him to have this fellow write us a letter. I was impressed by his letter and we finally engaged him. He was not brilliant, he was not a born salesman, nor a good story teller, as many salesmen of those days were, but he could and would follow our instructions. And he had a mind of his own, and when our instructions seemed to prevent him from landing the business he framed a set of rules of his own and managed to secure the business. He had not been with us very long until it became necessary to send him to Chicago. It seemed like murder to send that country boy to Chicago to be slaughtered by the country’s keenest buyers. But we had to do it. Well you should have been here about the third day he was in Chicago. He was ready to quit—in fact he loafed a whole day trying to get up courage to send in his resignation. But his native grit and courage asserted itself and he flew out one morning and sold a big jobber a solid carload of our stuff, something that had never been accomplished in this organization prior to that time.

The Case of Walter Benner

“I wired him a raise in salary, and congratulated him profusely—something that I should never have done—but he got over it, and from then on was our biggest producer. But one fine day one of our ‘competitors’ ‘stole’ him from us. However, he didn’t fit into their organization—nothing seemed to suit him—his ways were our ways and not theirs. He stayed with them about nine months and came back to us and is still here as a branch manager. You see he was made to OUR order, and our competitors couldn’t seem to make him fit in their organization.

“Now take the case of Walter Benner. He was one of those big upstanding good looking fellows that could make an impression in overalls at a full dress affair. He was prosperity and success personified. He came in here one day, showed me his sales record from one of our competitors and with his great selling ability sold himself to me in a jiffy. Against my better judgment I hired him

on the spot—didn’t even ask for a reference as I had heard of him in an indefinite way from some of our men. I gave him a larger drawing account than I should have, and started him on a trip to the coast to open up new territory. For the first six months his sales—I mean his gross sales were just about twice the drawing account we were giving him. In the first place I gave him a free hand, which I would never have done with a young man just starting out. He did all kinds of things to get us in wrong. He cut prices, gave extended terms of payment, and generally muddled things up. All the time he kept telling me he would ‘hit his stride soon’ and I believed it. You see some other firm had ‘made him to their measure’ and we couldn’t fit him into our organization because we did things in a different way. He expected us to change our policies, methods and organization to fit him, rather than that he change his methods to fit us. The upshot of it was, I simply pulled him back east into an established territory and let him take enough orders to get about even and then let him go. But I learned a valuable lesson. You cannot buy loyalty, and stick-to-it-iveness with a fat drawing account. You must plant the seeds and carefully cultivate the ground before you can reap the harvest.

No More “Big Men” For Him

“You will find that the men we have had the most trouble with are the men whom we have hired away from someone else, or when we have taken on someone who has a fine record with some other firm. On the other hand you will find the men who toe the mark, and keep out of trouble and sell goods are the men who came with us when they were young—before they knew too much to listen to us.

“I’m not saying that this is a school for salesmen, but I don’t want any more experimenting with these ‘big men’—these men who are here a week and who don’t like anything we do, from the way we pack our sample cases to the way we illustrate our ads in the magazines.

“However there is one exception to my rule about not hiring men from competitive organizations. Several of our best men came to us after rather disastrous experiences with competitors. They had sold just enough goods to hold on for a month or so and then failed to increase business fast enough to keep pace. They either quit or were let out. These fellows usually have a few of the kinks taken out of their spine by these experi-

ences—if they have any brains at all they are going to profit by their failure, and if they still have grit enough to want to tackle another selling problem I'll give them a chance every time, provided they have the right character and apparent honesty of purpose.

"Earl Walker came to us after a rather discouraging experiment in selling. He was a likable fellow—good appearance—had spent about two years in college, then decided to go to work. He got the sales force of a firm in our line. In his own words here's what they did to him. 'They gave him a sample case, a price book, order book, and one hundred dollars expense money and told him to go to Louisville and 'work the trade'. A young lady stenographer took him through the factory and showed him a few processes of manufacture. That was his training. He hung on for three months when they let him out. Walker came in to see me one morning and frankly told me of his experience. He

convinced me that he was just on the verge of making good when they fired him, and sold me on the idea of cashing in on the other firm's mistake. I gave him twenty-five dollars and sent him out for a couple of weeks with Joe Ross, and then brought him back into the factory for a couple of weeks, and then after he was thoroughly saturated with the desire to sell, and thoroughly enthusiastic about our policies, our product and above all fully confident of his own ability to make good, I sent him out and he made good from the start. This case always reminded me of the second try-on at the tailor. The first try-on didn't fit at all, but after a few slight alterations, pressing, etc., the suit was correctly fitted. So Earle's first try-on didn't fit, we gave him his second and made it fit.

Good salesmen will turn up in the most out of the way places. I have a friend who gets them from the most unexpected sources.

Sales Executives Consider Efficiency Measures

AT the annual meeting of the Tailor Society, held in New York on December 3rd, the committee designated to gather data on sales management practices made a report. In the interval between the June meeting, and the New York meeting a questionnaire was mailed out to fifty-two firms represented at the June meeting. Twenty out of the fifty-two replied to the questionnaire. An analysis of the questionnaires returned showed that a majority of the twenty concerns queried place the final authority for determining or approving a sales plan in the board of directors or some kind of an executive committee. In the matter of origin of sales plans no preponderance of practice was established. Seventeen out of twenty concerns replied that they considered sales engineering a practice distinct from actual selling. There was an even break as to the number of concerns who had a separate sales "engineering" department and an operating department. Replying to the question: "Does your sales operating department have charge of the following functions: selection of salesmen, education of customers, advertising, warehousing, shipping?" nineteen stated that the selection of salesmen, the training of salesmen, the direction of salesmen and the "educating" of dealers are in charge of the Sales Department, with the exception that one places the training under the Sales Engineering Department and another states that they have practically no training of salesmen and "education" of dealers. Eleven place advertising under Sales Operating; one under a Merchandise Department one under Sales Engineering; two in a distinct Advertising Department. With respect to warehousing, four place it under Sales Operating, one under Sales Engineering; one under the treasurer and four under the factory management. Shipping is placed by only two under Sales Operating; by two under the treasurer; and by seven under the factory management. Traffic is placed by three under Sales Operating; by two under the treasurer by one under the Accounting Department; and by five under the factory management. One reply states that all of these duties are under the general manager.

The matter of whether or not a time study had been made of a salesman's work developed the fact that the practice had not yet become general. As to the duties of the sales manager thirteen replies stated that the sales manager supervises both sales planning and sales execution, even when the routine of planning is performed by a distinct unit. Three state that he is responsible for execution only. One states that he is primarily responsible for execution, but participates in planning by his presence on a planning committee. One states that a distribution manager is responsible for both planning and execution and that under him are sales managers who are responsible for execution only.

WHAT DOES "JOBBER INFLUENCE" OF A NEWSPAPER MEAN?



The Jobber Listens When You Tell Him About *His* Paper

Many advertising men have the wrong impression of the method shoes are distributed in this country. They believe that the shoe sales are largely controlled by factory stores or factory representatives. This is true in the larger cities. But out in the smaller towns shoes are largely bought through wholesalers. The shoe trade in the smaller towns in a peculiar egg-shaped section in the Central West, is "jobbed" from Indianapolis. And the two Indianapolis shoe wholesalers traveling sixteen men over this territory are influenced more by The Indianapolis News in their purchases than by any other paper.

You'll be interested in the new booklet, "Seven Studies In Distribution". Send for it.

The Indianapolis News

First in America in National Advertising 6 Days a Week

New York Office
DAN A. CARROLL
Tribune Building

FRANK T. CARROLL
Advertising Manager

Chicago Office
J. E. LUTZ
First National Bank Bldg.

USE NEWSPAPERS ON A THREE-YEAR BASIS

How would you like to have

at your command in the third largest city in the United States, a Hotel of Steel and Concrete Fireproof Construction, located on that city's main thoroughfare, that has

Light on all
four sides

Large, airy, com-
fortable rooms

Becoming, modern
Furniture

Modern twin beds
in double rooms

Newly equipped,
beautiful baths

Garage



Easy access to all
parts of the city

A famous, moder-
ate priced
restaurant

A large, comfor-
table Exchange

Cozy Writing
Rooms

Roof Garden

And maintains in present times, these rates:

Rooms without Bath, with running Hot and Cold Water,	\$2.50;	Two persons,	\$4.00
Rooms with Private Bath	\$3.00- 4.00;	Two persons,	\$5.00- 6.00
Parlor, Bedroom and Bath (Broad-Street front)	\$6.50- 8.00;	Two persons,	\$8.00-10.00

All these comforts YOUR TRAVELERS may enjoy at the

Hotel Lorraine, Philadelphia

Broad Street at Fairmount Avenue

W. B. Kugler, Manager

City
Population
1,823,779



Seal of Philadelphia

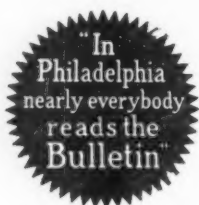
Separate
Dwellings
390,000

Nearly two million people residing in the homes in which The Philadelphia Bulletin is read each day, comprise the great majority of the population in and about Philadelphia—the third largest market in the United States.

Dominate Philadelphia

Create maximum impression at one cost by concentrating in the newspaper
“nearly everybody” reads—

The Bulletin



Net paid average circulation for the six months ending October 1, 1920, as per U. S. Post Office report: 488,151 copies a day.

The Bulletin's circulation reaches far beyond the highest point ever attained by a daily newspaper in the State of Pennsylvania, and is one of the largest in the United States.



Personal Items



This corner has been set off to keep you informed of the movements of your friends and co-workers in the sales field. Help us to make it complete by sending in such personal items—especially new appointments—as you think would be of interest.

GEORGE E. KEITH, president and founder of George E. Keith Company, one of the largest shoe manufacturing concerns in the United States, passed away at Brookline, Mass., on December 9th. The readers of *Sales Management* will probably recall the article by Mr. Keith published in the September, 1920, issue, on "How We Built Up a World Wide Business."

At a recent meeting ARTHUR N. BUSHNELL, Jr., was appointed sales manager for the Alvah Bushnell Company, Philadelphia. Mr. Bushnell has for some years been in charge of the company's New York office, and now assumes the position made vacant through the death of his uncle, FREDERICK P. BUSHNELL.

HAROLD D. SILL, who, for several years, has been manager of the sales office of the Aluminum Company of America at Pittsburgh, has been made vice president and treasurer of the American Body Company, Buffalo, manufacturers of automobile bodies.

W. E. DICKEY, general sales manager for the Goulds Manufacturing Company, Seneca Falls, N. Y., makers of engineering specialties, has resigned and will be succeeded by E. S. JENISON. Mr. Dickey has not announced his plans for the future.

DOUGLAS MCKEY has resigned as secretary of the First Wisconsin Trust Company of Milwaukee, and on January 1st will take active part in the management of the Durant Manufacturing Company, also of that city, manufacturers of the "Productimeter."

WILLIAM B. REMINGTON will direct the sales and advertising of Whiting & Cook, Inc., stationery manufacturers, Holyoke, Mass. Mr. Remington was formerly sales manager for the Strong Paper Company, and its predecessor, the Ambassador Stationery Company, both of Middletown, Conn.

W. C. HOUSE has resigned as sales manager for the Baltimore Pearl Hominy Company at Baltimore, and accepted the sales management of the Wathen Milling Company, Louisville, Ky. It will be his duty to direct the sales of the entire organization, numbering about one hundred brokers.

J. M. HERMAN, president of the Herman Shoe Company of Boston, died at Atlantic City on December 9th.

COLONEL HARRY E. CONVERSE, president of the Boston Rubber Shoe Company and a director of the United States

Rubber Company and of many other large interests, passed away at Marion, Mass., on December 8, 1920.

BARTLETT J. SMITH, formerly sales manager for the Century-Plainfield Tire Company of New York, has joined the organization of Lipson & Edelson, makers of "Peggy Paige Dresses", New York City, as sales and advertising manager.

The Norwich Pharmacal Company announces the election of W. G. PECKHAM as president, who fills the vacancy caused by the death of R. C. STOFER in September. Mr. Peckham joined the organization when a boy, and has since been associated with George L. Clafin & Company and the Daggett & Miller Company, returning to the Norwich Company ten years ago as general manager.

C. F. COOPER, who was for a number of years district manager for the Detroit Automatic Scale Company, also the Toledo Scale Company and more recently district manager for the Electric Auto-Lite Corporation in Michigan, Ohio, Indiana and part of Illinois, has been made district sales manager for the Stimpson Computing Scale Company of Louisville, Ky.

H. B. PARKE, sales manager for the Franco Electric Company, Brooklyn, has resigned to organize a selling company to represent such concerns as Stanley & Patterson Company of New York.

D. D. DEWEY, now associated with the Bureau of Engraving, Inc., Minneapolis, was formerly sales manager of the Western Engraving and Color Company, Seattle.

The Winton Company of Cleveland has transferred H. J. C. MILLER, New York sales manager, to Cleveland as general sales manager, to succeed O. F. BAUGHMAN who will remain with the company doing some special work.

HARRY C. DRUM has been made general sales and advertising manager of the Filmusic Company of Los Angeles, Calif., manufacturers of roll music for piano players. Mr. Drum was formerly advertising manager of the Gates Rubber Company of Denver.

JAMES R. DAVIS, until recently sales manager of the Zellerbach Paper Company at San Francisco, has been made manager of the new Sacramento di-

vision, the company having purchased the business of the A. S. Hopkins Company of Sacramento.

P. G. UNDERWOOD has organized a company under the name of the Underwood Glass Pin Company, located in Philadelphia. For the past twelve years Mr. Underwood has been assistant general manager and sales manager of the Moore Push-Pin Company, also of Philadelphia.

WILLIAM C. TOLAND has been named general truck sales manager for Hare's Motors, Inc., with headquarters in New York City. Mr. Toland joined the truck sales organization of the Packard Motor Car Company of New York, when E. C. HARE was then president, and was placed in charge of truck sales for the Springfield, Mass., branch. He was promoted to New England sales manager and subsequently to the New Jersey district.

ALLAN JACKSON, former assistant general manager of the Standard Oil Company of Indiana, has been elected a member of the board of directors and has been made vice president of the company in charge of sales of refined oil and gasoline. Mr. Jackson joined the company twenty-four years ago as a stenographer, and throughout this term he has served as manager of various branches. He succeeds SETH C. DRAKE, resigned.

L. O. JONES, formerly associated with the Iowa Methodist Hospital, Des Moines, Iowa, has been appointed sales director of the E. R. Deputy Company of Omaha.

P. RABON has been made sales manager of the Frank Adam Electric Company, St. Louis, to succeed E. ZINSMEYER, resigned. Mr. Rabon has been serving as assistant sales manager.

R. C. RUESCHAW, formerly sales manager of the Reo Motor Car Company, Lansing, Mich., and for the past three years vice president and general manager of the Mitchell Motor Car Co., has returned to his former position at the Reo Company.

Dartmouth College feels it has proved again that actual sales conventions in educational institutions are possible and profitable. The second annual convention was held under the auspices of the Amos Tuck School of Administration and Finance on December 10, 1920. The convention was made possible through the courtesy of the Delco Light Company which sent a complete outfit with sales and advertising data and material. The purpose of the convention was to give the second year men practical experience, and to demonstrate to the first year men, the faculty and business men of the community, the kind of work which is being done in Tuck School; and it served as a demonstration of the practical way in which the school is trying to handle present day problems.



"In profound appreciation of the boll-weevil, and what it has done as the herald of prosperity, this monument is erected by the citizens of Enterprise, Coffee County, Ala

A monument to the boll-weevil —a boon to Southern' farming

It is indeed an ill wind that blows no one good.

Instead of leaving destruction in its path, as expected, prosperity has followed in the wake of the cotton boll-weevil which forced Southern farmers to take up diversified farming.

From a one-crop section the South has developed into the greatest diversified farming region of the United States. It took the boll-weevil to awaken the Southern farmer to the fact that his soil and climate could grow any crop—usually to greater profit and in larger quantities than it could be grown elsewhere.

Now—instead of depending on cotton alone as their money crop, Southern farmers are bringing to market bumper crops of sugar cane, peanuts, sweet-potatoes, corn, rice, wheat, vegetables and fruits of all kinds.

The South is rapidly becoming a live-stock section, and is believed by experts to be the future corn-raising region of America.

The South is prosperous, and is only entering into its era of prosperity. The prosperity of the rural districts is reflected in Southern cities.

Manufacturers of the North and West who overlook the South are passing up a wonderful market of over thirty millions of people who are producers of raw materials and who look to the North and West for their finished products.

The way to reach this market is by advertising in the daily newspapers of the South. Sell it South—through newspapers.



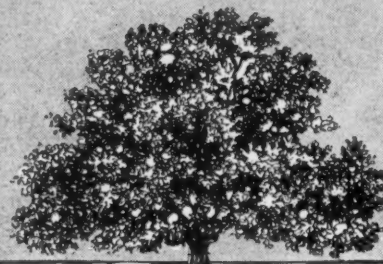
THE SOUTHERN NEWSPAPER
PUBLISHERS ASSOCIATION

Chattanooga, Tennessee

For Quick Information

about the following advertisers, and what they will do to help you move their goods, check this list and send it to the Farm Journal, Philadelphia.

Absorbine	Ingersoll Watches
Acme Quality Paints	Iver Johnson Arms & Cycles
Advance Auto Accessories	Jello
Ajax Tires	K Stump Puller
Angelus Marshmallows	Karo
Apollo Roofing	Liquid Veneer
Artemis Piano Players	Lucas Paints
Atlas Farm Powder	Mayo Underwear
Baldwin Pianos	Maytag Multi-Power Washers
Ball Band Rubber Footwear	Mazda
Beech-Nut Brand Products	Mellins Food
Blabon Art Linoleum	Mentholatum
Black Flag Insecticide	Miller Tires
Boss Gloves	Musterole
Buckeye Grain Bins	None-Such Mince Meat
Bull Dog Stump Pullers	Oak Flooring
California Raisins	O-Cedar Polish
Caloric Pipeless Furnace	Pennsylvania Tires
Carey Roofing	Pepsodent
Certainite Products	President Suspenders
Chase Furwove Coats	Racine Tires
Chicago Flexible Shaft Co.	Red Devil Tools
Clothescraft Clothes	Reliance Shirts
Coco-Cola	Remington Arms
Coleman Quick-Lite Lamps	Resinol
Colgate's Toilet Articles	"Save the Surface" Paint
Columbia Grafonola	Set-Snug Underwear
Congoleum	Simmons Beds
Cornell Wood Board	Simplex Ironers
Crompton Corduroy	Sloan's Liniment
Cushman Engines	Smith Bros. Cough Drops
Dandelion Butter Color	Smooth-On Iron Cement
Detroit Vapor Oil Stoves	Stifel's Indigo
Diamond Dyes	Sunset Soap Dye
Durham Hosiery	Tapateo Horse Collars
Edison Phonographs	Thermo Sport Coat
Effecto Auto Finishes	Top-Notch Rubber Footwear
Elgin Watches	Tower's Fish Brand Slickers
Enterprise Food Choppers	Triumph Traps
Exide Batteries	U. S. Tires
Fels Naptha Soap	U. S. Rubber Footwear
Firestone Tires	"Universal" Home Needs
Float-a-Ford Shock Absorbers	Vaseline Capsicum
Glastonbury Underwear	Velastie Underwear
Goblin Soap	Victor Victrolas
Goodrich Tires	Walsh Harness
Goodyear Tires	Waterman's Fountain Pens
Hanes Underwear	Watkins Coconut Oil
Hansen Dairy Preparation	"Wear-Ever" Aluminum
Hartshorn Shade Rollers	Westclox Clocks
Lassler Shock Absorbers	Winchester Arms
Dr. Hess & Clark Tonics	Wright Liquid Smoke
High Rock Underwear	
Hires' Root Beer	
Hydraulic Cider Press	



TRADE MARK REG. U.S. PAT. OFF.
"Unlike any other paper"

Getting closer to farm folks gets more business, as you know. In every issue of The Farm Journal there are pictures, cartoons, and whole articles that will help move goods—articles telling our subscribers of things they ought to buy. Looking over The Farm Journal regularly will increase sales. We'll show you—write today.

Your interest in The Farm Journal lies in the fact that it helps sell more goods for more merchants than any other one farm paper—it is much the largest farm paper in the world.

The Farm Journal

CHICAGO PHILADELPHIA NEW YORK

*Sells Most Goods Because
Read by Most Farmers*

Another of The Farm Journal's advertisements to Retail Merchants

Why the Gloom Club Adjourned

An Account of a Smoking Compartment Post-Mortem on Conditions, with a Moral for the Man who Sells

By a Salesman who was There

IT was in a crowded smoking compartment on the Chicago train from the Twin Cities. The various smokers having become genial and friendly under the soothing influence of the smoke laden atmosphere, began talking of "Conditions". They were all salesmen, practically all the super-prosperous business man type who make "sleeper jumps" and "work" only the larger towns—the kind of fellows we all used to envy when we met them while "Sundaying" in the "regular" towns after a week of ten or twelve "tanks". The first to speak was a New York waist salesman. "Well boys, I'm through for a while—how long I don't know, but I can't see the use of spending good money chasing bad money. Why, to tell the truth I haven't had an opportunity to open my trunk since I left Seattle. They wouldn't even look at my stuff. What's a man going to do when he's up against conditions like that?"

"That's nothing," interrupted a dry goods man—"in Bismarck the other day I couldn't get my best customer to do a thing but talk of bank failures. He flatly said he wouldn't buy dry goods at five cents on the dollar. I didn't have any to offer at that figure, but I didn't take the checks off my trunk that day—just gave the stubs to the baggage man with a tip and told him to check them on through to Chicago. I'm going to be playing Santa Claus in the toy section of a department store if things don't change."

The silk man was in the valley of the shadow of dense gloom—he predicted that unless things took a change that he would stop using hotel towels to clean his shoes and use "genuine crepe de chine, oi, oi, it's that low ve can't give it away no more."

At this junction in walked Guy Sparks—a tall, thin, snappy looking individual—straight as a brand new second lieutenant—with a look on his face and in his keen eyes that seemed to spell determination. Several of them knew Guy Sparks.

"Lo Guy—shoot a dime," was the greeting from one, while the silk salesman said "Come in Sparks the gloom club is now in session—come on now 'fess up, how long since you've seen an order?"

A word here about Sparks will not be amiss. He was a special salesman for a food manufacturer. He travels a large part of the country selling only the largest jobbers, and keeping the brokers and minor salesmen in line. In the course of a month he has been known to visit Dallas, Indianapolis, Denver, Cleveland, Memphis and New Orleans. He goes where business is bad. So to him

—talk about conditions is a regular menu. He thrives on hard times talk.

"Fellows, I tell my trouble to the wind, not to my customers. I don't care to be bothered trying to qualify for your gloom club. As to how long since I had an order, I took a good one an hour before I caught this train. That's not all—an hour or so after I am off I'll have more orders. Possibly not the regular 1919—first half of 1920—model orders—but orders nevertheless.

"You fellows made money so fast and so easy during the last few years, that the first time you see work ahead in order to get business you check your trunks to the home office and quit. Personally I think a bunch of Rip Van Winkles would do well in the selling game right now. What I mean is this: If you fellows had all gone to sleep in 1915 and had slept through the fat years we have just had, and were on your first trip after waking up you would have business instead of tales about bank failures. I mean that too.... You would have awakened from your five year nap in blissful ignorance of the fact that during those years it was unnecessary to SELL goods, so you would have just gone right ahead and sold them. I met three salesmen yesterday and each of them asked the customer, 'How's business?' What can you expect when you start off with this question. It puts you on the defensive right from the start. Go after the little fellows these days. Some of the larger stores and factories can afford to sit and rest on their laurels till prices reach bottom and conditions change. With the small man it is different. He has to turn stock often to pay the rent. Why man alive

don't give up till the last dog is hung. It was dull business that started 1c sales, that put phonographs in drug stores, candy in cigar stores, jewelry in men's furnishing stores, and established bargain basements. Why just to show it can be done, I think I'll go and sell some of our canned soups and foods to sell to passing tourists for lunches. Why there's an idea for a new market for my line. 'Food for Man or Car'. Blank's soup at every drive-in filling station. Yes Sir, stranger things have happened. Why the gasoline man might be induced to serve 'Free Lunch' instead of 'free air'—a can of pork and beans free with ten gallons of gas and a quart of 'Lub'. But in all seriousness now is the time to show guts and get off the beaten path and start something. Why, Ike, you said you didn't open your trunks since you left Seattle much less sell any waists. How do you expect to sell waists if you don't open your trunk? Carry a couple in a secret coat pocket and show them before the buyer knows it. You men have been seeing the biggest men in town, and when they fail to buy you take it for granted the little fellows will not buy.

"Sparks is right," says the dry goods man, "after the 'Blue Song' from 'Conditions' was sung to me by that merchant in Bismarck, I just called and said hello to the rest of the crowd and, as you say, took it for granted that the others wouldn't buy.

Here are two men who have been in here all the time and haven't said a word. Let them tell us their recent experience."

The quiet chap on the leather stuffed chair spoke up: "Well personally I can't

1 Salesman Talks Good Times to **50 Customers**

50 Customers Talk Good Times to **5,000 Consumers**

5,000 Consumers Talk Good Times to **10,000 Neighbors**

Result: Business Booms

Copyright 1921, The Dartnell Corporation.

All Rights Reserved

say business is so bad—I sell paint and the advertising our people are running creates enough business to keep us going. You see the “Save the Surface and Save All” slogan is taking hold now, and although the building trade is slow, there’s plenty of business because we are educating the people to protect the property they have before building more.”

The other man had an interesting anecdote. He told of being in a Chicago drug store a few days ago—but let him tell the story.

“The factory superintendent and myself were in the corner drug store when a salesman for a well known line of hair nets came in. ‘Are you the buyer’ he asked the owner. Upon being answered in the affirmative, he said, ‘I’m with the Red Seal hair net people. Can I send you a couple of gross?’ The

druggist said ‘No, I have two other brands and I’ve had your proposition explained to me, I am not interested.’ Whereupon the salesman said, “Well I am sorry you’re not interested—see you again some time.” He picked up a large sample case and left, perfectly satisfied, I presume, that he had done his duty by his firm. He forgot to explain that a beautiful display cabinet is furnished and that this net is now being widely advertised in several mediums. He made no fight for business at all. Some one had probably told him that business was dull and he was taking their word for it. I wonder to this day what his sample case was for. After he left I made the druggist admit that he had had a couple of calls for this brand and that he might have bought a few if the salesman had really made an effort to sell.”

How One Concern Solved Its Compensation Puzzle

The following is a copy of a letter written by one of our subscribers to another subscriber. It has been sent to us with the understanding that no names would be mentioned so that we could pass the information on to other sales managers who are on the look out for better ways to pay their salesmen.

On the basis of the contract in use, our selling cost percentage has not varied a great deal over a period of several years. The percentage of commission which we pay to a salesman is, of course, based on selling prices and is payable only when goods have been shipped. Our salesmen have no control either, over the profit their sales can show, inasmuch as each one has a price book whose prices are uniform and may not be changed. For instance, on shipments of \$2,000.00 average per month over a period of three months, a salesman’s earnings would be \$253.33. This would include the \$50.00 per month which he receives as a guaranteed salary, 8% on the \$2100.00 worth of shipments—\$168.00, and one-third of his three months’ bonus on a \$6,000.00 three months total—\$46.67. The last column on the chart shows the percentage that his compensation would bear to the amount of his shipments; in other words the percentage of his compensation selling cost to us.

We have sixteen district managers operating in various parts of the country, each supervising from three to fifteen salesmen. According to the number of salesmen a district manager has, and his district’s total volume of shipments, he is classed under one of three classes, A, B and C. The compensations for each class of district manager varies according to the contract for that class. The greatest point of difference between each of these classes of contracts is the amount the district manager is paid for the supervision of each salesman, his guaranteed salary and the percentage which is allowed him on the volume of goods shipped into his district as a whole.

Each contract specifies the number of salesmen a district manager must have in order to qualify under that class. Each of the contracts embrace the following general terms:

1. A definite salary per month.
2. A definite amount per month, (\$15.00 per month in Class A for instance) for salesmen exclusive of the party of the first part.
3. A monthly bonus based on the total monthly shipments of our products into the district. The percentage in each class of contract is different.
4. A bonus for reduction of expense percentage in districts. This bonus consists of a sum equal to one-half the amount of which the total direct sales expense in the district is less than the percentage of the previous year. The amount of this bonus is not added as part of the direct sales expense in computing amount of said bonus. The percentage figures in this clause of our several contracts is subject to re-adjustment on the anniversary date of the contract.

These forms of district managers’ contracts have been in effect now only about one year and a half, so we are not in a position yet to say how effective or satisfactory they are. Our experience with them to date has been satisfactory except that a few changes in one or more parts of the contract have been suggested.

“If this be treason—”

The theory that a well-organized advertising agency is capable of handling all types of accounts equally well, is as dangerous as it is absurd. Agencies, like men, have certain aptitudes and limitations.

This organization lays no claim to omnipotence. If we do not believe ourselves able to render the utmost possible service in any instance, we frankly say so.

Perhaps this explains why the clients we do serve find their interests so capably and successfully cared for.

“How to Judge an Advertising Agency” is a frank, informative booklet. May we send it?

J.H. CROSS CO.
General Advertising Agents
214 South Twelfth Street - Philadelphia, Pa.

Members
American Association
of Advertising Agencies

Members
National Outdoor Advtg. Bureau
Audit Bureau of Circulations

Answer the Prayers of the Sales Manager



Whole libraries have been written on the subject of **SALES MANAGEMENT** and **SALES CONTROL**—but there is so much practical, real common sense on the subject packed into this little booklet, that we would like you to have a copy, if you are interested in any way. It is free. A request places you under no obligation whatsoever. Address Rand Co. Inc., North Tonawanda, N. Y.

NO LONGER merely "order takers"—the sales force today must get out and *fight* for business.

And wise sales managers who keep constantly before them a "birdseye view" of the market and sales conditions by means of Rand Visible Card-Records, face the future without anxiety—and let results speak for themselves.

For Rand Visible Card-Records are the biggest possible help in Sales Promotion. You can see at a glance just what you want to know—the name and address of the prospect, his requirements, length of time between sales, form letters written, salesmen's calls made, prospect of new equipment, possibility of using other lines, and so on. So too, you are able to route salesmen to best advantage, shifting men rapidly (as daily conditions make it necessary) through being in control every minute of every factor in sales conditions.

Our local office will gladly show you how Rand "fits in" and answers the prayer of the Sales Manager. Phone or write today, or, if there is no Rand office in your town, write direct. Address Dept. N-9.

RAND COMPANY, Inc., North Tonawanda, N. Y.

Branches and Sales Offices in all leading cities

Business Control Thru
RAND
VISIBLE RECORDS

Checking up the Selling

Form 1204

CLASS OF SERVICE		SYMBOL	
Telegram		Telegram	
Day Letter	DL	Day Letter	DL
Night Message	NM	Night Message	NM
Night Letter	NL	Night Letter	NL

WESTERN UNION TELEGRAM

NEWCOMB CARLTON, PRESIDENT GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

RECEIVED AT
12NY 5 21
DUCKTOWN TENN 10A SEPT
ENGINEERING AND MINING JNL
NYC

SOMETIME AGO YOU CARRIED ADVERTISEMENT OF MACHINE FOR SAWING
DRILL CORES LENGTHWISE THINK LOCATED MINNEAPOLIS CAN YOU
FURNISH ADDRESS WIRE ANSWER

OCONEE COPPER CO
120P

Report of Equipment or Supplies Purchased from

Advertisements Appearing in Power
Representative Reporting Bath Date 5/17/20
Name of Purchaser Callonade Hotel
Address Phila, Pa

Equipment or Supplies Purchased

NAME	QUANTITY
<u>Economy Fuses - Crocker White Motor</u>	
<u>N.Y. Belt & Pkg Co Packing</u>	
<u>Heaven Quana - Rentschler - Corbin Engine</u>	
<u>Johannes Valve - Foster Eng Co. Governor</u>	
<u>E. Switkowski</u>	

Report of Equipment or Supplies Purchased from

Advertisements Appearing in Chemical and Met. Eng
Representative Reporting H. R. Smith Date 3/2-1920
Name of Purchaser Corn Products Refining Co (C.W. Smith)
Address Pekin, Ill

Equipment or Supplies Purchased

NAME	QUANTITY
<u>Allen Chalmers Mfg Co</u>	<u>One 4000 K.W.A.C. Generator</u>
<u>Case Co</u>	<u>Over 20000 last 3 months</u>
<u>Greene Eng Co</u>	<u>System for handling cables</u>
	<u>about 50000</u> (OVER)

Report of Equipment or Supplies Purchased from

Advertisements Appearing in Eng. News-Record
Representative Reporting East Date Mar. 9, 20
Name of Purchaser J. I. Dick & Co.
Address Scottsdale, Pa.

Equipment or Supplies Purchased

NAME	QUANTITY
<u>Keystone steam shovel</u>	<u>1</u>
<u>Kochring Paver</u>	<u>1</u>
<u>Rex Mixer</u>	<u>1</u>

(OVER)

Report of Equipment or Supplies Purchased from

Advertisements Appearing in Coal Age
Representative Reporting General Date 5/7/20
Name of Purchaser Robert Sage Coal Co
Address Mine #3 - St. Charles, Md.
information from Barney Langley

Equipment or Supplies Purchased

NAME	QUANTITY
<u>Hyatt Roller Bearing Company</u>	<u>50 sets Hyatt Roller Bearing wheels & axles delivered</u>
<u>New York N.Y.</u>	<u>50 more sets ordered but not delivered yet</u>

(OVER)

elling Power of a Business Paper

Nobody is in a better position to testify to the influence of a business paper on the buying done by its readers, than the BUYER himself.

As a case in point, we reproduce on the opposite page one of many inquiries such as we are constantly receiving—the Oconee Copper Company telegraphs us for the address of a firm advertising a core-sawing machine.

McGRAW-HILL field men are continually in receipt of information regarding equipment purchased from the pages of McGRAW-HILL publications. C. W. Deitrich, Asst. Power Plant Supt. at the Corn Products Refining Company works, testifies that in his department alone his concern used the advertising pages of CHEMICAL & METALLURGICAL ENGINEERING as a guide in purchasing the following power plant equipment: 4,000 Kw. A. C. Turbo-Generator; over \$3,000 worth of Valves, etc. (in less than 3 months); \$5,000 Ash-Handling Installation; Horizontal Gross-Compound Engine; two 19 HP Motors; two 10,000,000-Gal. Centrifugal Pumps; and two Centrifugal Air Compressor Sets.

The Superintendent of the Robert Gage Coal Company, Mine No. 3, tells of buying 50 sets of Hyatt Roller Bearing Mine-Car Wheels and Axels, and of ordering 50 more sets—purchases arising from Hyatt advertising in COAL AGE.

Mr. J. H. Dick, of J. H. Dick & Company, credits the influence of advertisements in ENGINEERING NEWS-RECORD with an impor-

stant part in promoting his purchases of a Steam Shovel, Concrete Mixer, Paver, Finishing Machine, and a quantity of Steel Forms for moulding concrete.

The Collonade Hotel, of Philadelphia, Pa., buy regularly from the advertising pages of POWER. A few of its power plant purchases originating in this manner are: Fuses, Motors, Packing, Corliss Engines, Governors, and a power Switch-board.

Twelve Automatic, self-closing circuit breakers were installed in the Joplin & Pittsburgh Railway Company's substations. "Adoption," says Mr. G. H. Grauten, of the Kansas City Railways Company, "resulted from an advertisement published by the Automatic Re-Closing Circuit Breaker Company in the ELECTRIC RAILWAY JOURNAL.

Etc., etc.

We could go on indefinitely, quoting from hundreds of such reports. We can show you any number of them in our offices—fresh from the field.

But it is not necessary. What is demonstrated by these reports is better shown by the character and constancy of our advertisers—the success of our business. All of these mean one thing. Simply that—

Men who read McGRAW-HILL publications buy from them.

McGraw-Hill Company, Inc.

Tenth Avenue at 36th Street

NEW YORK, N. Y.

See C/over Bow

Report of Equipment or Supplies Purchased from

Advertisements Appearing in *American Machinist*

Representative Reporting *W. L. Campbell* Date *May 25/20*

Name of Purchaser *Whitcomb Machine Products Co.*

Address *(formerly) Whitcomb Machine & Supply Co. 202 1/2 Main St.*

Equipment or Supplies Purchased

NAME	QUANTITY
<i>1 National Acme Automatic Core Machine</i>	<i>1</i>
<i>1 Cleveland "A" " "</i>	<i>1</i>
<i>2 copies of "Cittling Improved Expansion Runners"</i>	<i>2</i>

for which this Co. has since secured the agency (over)

for this district

Power
Coal Age
Electrical World
Journal of Electricity
Electrical Merchandising
Electrical Railway Journal
American Machinist
Engineering News-Record
Engineering & Mining Journal
Chemical & Metallurgical Engineering
Ingenieria Internacional



N-E-W-S-P-A-P-E-R-S spells ACTION

All good publicity is Insurance.

But all forms of advertising do not hurry the consumer dealerward.

With the boggy of under-production well buried, the NEWS-PAPER has today NO COMPETITOR IN ADVERTISING.

What is the jobber ordering today? Nothing? Oh yes, newspaper-advertised trade-marked (which means to the public fair-priced) merchandise.

What is the retailer ordering? "The same, please!"

Hit the consumer hard, give the dealer the co-operation he wants—not so-called "national" publicity of some-day, far-away theoretical weight with his customers—MAKE SALES by direct-appeal copy in newspapers, *and keep your factory open.*

The newspaper advertiser says: "Business is good!" He knows.

Ask us about becoming a newspaper advertiser.

Ask us about Zone Merchandising and Zone Advertising. Let us send you a list of twenty-six important and seven supplementary Buying Centres, and the news of newspapers in each that radiate until they meet.

Try advertising in newspapers by the year

The New York World's Merchandising Department

Mallers Bldg., Chicago

Pulitzer Building, New York

Ford Bldg., Detroit



How Sales Managers Use Census Bureau

By Waldon Fawcett

This is another of the series of articles which Mr. Fawcett is compiling for the readers of Sales Management showing how sales managers can profitably use the various government bureaus and departments. Preceding articles have dealt with the Post Office Department, Bureau of Standards, Bureau of Foreign and Domestic Commerce, etc. At this time when sales managers are so vitally interested in the work of the Census Bureau this present article will be particularly illuminating.

COMES a sales manager to the U. S. Census Bureau at Washington, a few weeks ago, with a request that, for indefiniteness, made the executives on the job fairly gasp. He desired figures that would show, State by State, the value of the "machinery" sold to ultimate consumers.

"What sort of machinery?" inquired the Census officials.

"All kinds,—factory, agricultural, etc.," was the nonpulsing reply.

Pressed for an explanation of the large contract that he was wishing on the statistical sharps, the sales manager elaborated: "Well, you see, my firm manufactures belting. It has occurred to me that if I could lay hands on a tabulation showing, by territorial divisions, the increase in the sales of machinery of various kinds, I could gain a pretty good lead where lies the most promising market for our product."

The first thing that the Census answerers did, when they caught the drift of the inquiry, was to break it to their caller that the figures he desired could not be had in any event, because Census enumerations show "production" of the various classes of machinery, but not sales.

With that off the chest, the Census captains turned attention to the specific need of the sales manager. Inquiry into the subject of the logical outlets for his product showed that the "lumped" machinery figures that he thought he wanted would not serve his purpose nearly so well as something that the Census was enabled to supply, viz, figures on "horse power". It was pointed out that by computing, as is perfectly feasible, the average consumption of belting per horse power it was possible to extract from the Census statistics a much better clue to the most promising markets that had there been action on the sales manager's first impulse and he had been supplied with inclusive figures that would have encompassed a vast amount of machinery that does not involve the use of any belting whatever.

This incident, one of the everyday sort at the U. S. Census Bureau at Washington, is recited not merely to show the sort of information that the census institution has on draught, but more especially to illustrate the advantage to the sales manager of taking his specific problems direct to headquarters and allowing the census administrators a sufficient peep at his hand to enable them to give conscientious, disinterested advice out of their knowledge of

the data on hand in Uncle Sam's statistical storehouse.

"But" demurs the routine-board marketing executive "I am supposed to get as issued all the mimeographed 'releases' and the printed bulletins put out by the Census Bureau. What could I hope to gain by submitting my individual problems? Will direct application get me any information that I won't get in the regular reports?"

No it will not,—to answer the last question first. In many instances concrete questions fired point-blank at the Census office will not bring results any quicker either, than an analysis of the "summaries" put out by the Census Bureau, for, now that we are to have census activities at two-year intervals, the officials are redoubling their efforts to get out figures, the minute the final returns make the totals available. Moreover no sales manager, inquiring in confidence, can hope to lay hands on any statistical "tips" that any other sales manager might not obtain by the same route.

Nevertheless and notwithstanding, there are, for the sales manager, in the know, some very distinct advantages in specialized inquiry direct. Let it not be supposed that our boost for this plan is designed to get direct-mail business for the Census Bureau. The officials there are not looking for trouble. As far as they are concerned it would make life easier if all sales managers merely accepted the printed compilations at face value. But the officials will,—this is the important point—make an honest effort to serve the perplexed individual and this being the case let us look at the advantages to the sales manager of assuming the role of "Anxious Inquirer".

First, there are the suggestive possibilities in Census Bureau co-operation, as indicated in the case of our friend the belting man. With their intimate knowledge of the data available, the Census counsellors can frequently put the sales manager on the track of information that he had not realized would have significance for him but which turns out to be the very market barometer he needs. Second, there is the opportunity to the sales manager to obtain "consolidated" information. A happening of a few days ago will typify this sort of trouble-taking on the part of the census organization.

A sales manager wrote to Washington asking that he be furnished, with respect to a certain geographical section, the figures showing population, the payroll of the factories in the district, the

value of the farms and farm products in tributary territory and the amount of freight shipments from the region under scrutiny. The sales manager did not say that he had tried to dig that seemingly simple survey out of the available government publications and had given it up as a hopeless job, but we may readily suspect that such was the case. His single inquiry mobilized for him the desired data but in order to answer his question his request had to be "passed along" at Washington from the Population Division to the Census of Manufacturers, thence to the Agricultural Census and finally to the Interstate Commerce Commission.

After all, though, the big advantage, for the sales manager, in the short-cut direct to the Census Bureau with one's individual problems and curiosity is that it dodges the dilemma of the business man whose desk may be piled high with census reports but who is none the richer for the accumulation. The fact is that not one business man in ten dozen understands how to extract full measure of information from the census reports. This is said in no disrespect to the ability of any census bookworm. It is rather an acknowledgement of the fact that the data on each specific subject is scattered in so many places in the census reports and some of it is so effectually though unintentionally "buried" that it is a long chance that any sales manager will dig it out, if left to his own devices. The sales manager of a concern selling varnish cursed the census figures at first go-off because the figures on varnishes were lumped with oils and paints. But an inquiry at the Census Bureau segregated the varnish statistics so that the executive got a bead on his particular line.

Most sales managers who think at all of the Census Bureau as a source of information have regard only for the market changes it may signalize via its revelations as to shifts of population, reduction of illiteracy, etc. It might surprise some members of the family could they sense the extent to which a few ultra-progressive brethren are using the census figures—extracted according to individual prescription—to compare their own production and sales methods with those of competitors.

Deeply mystified, a marketing executive for a prominent firm made a personal call at the Census Bureau a few weeks ago. Strange questions, his, to be asked outside his own inner office. "Are my workmen less efficient than my competitors?" "Is anything wrong with

May we send you our Dartnell Survey for



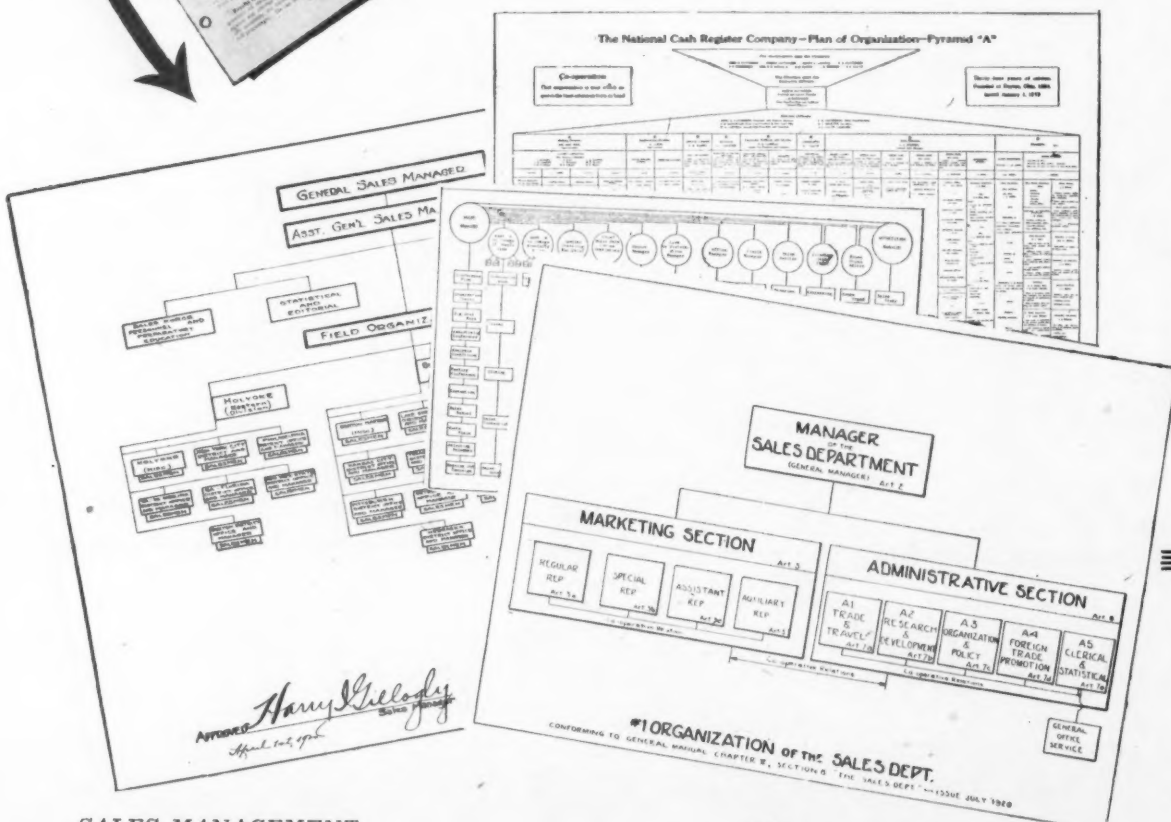
Have you ever wished for spare time so that you could take a trip across the country and visit other sales departments? Such a trip would be worth the several hundred dollars it would cost—if you only had the time.

But you have no time to go visiting. You are too busy doing things. So the next best thing is to have somebody trained in gathering sales data to visit in your stead. That is exactly what the staff of The Dartnell Corporation are doing now. They are compiling the second Dartnell sales survey. The first one, made in 1918, dealt with "Sales Management Practices in 250 Lines of Business." The present survey covers "Sales Organization."

No matter how large or how small your sales force may be—regardless of whether you sell a specialty direct to the consumer or a thousand items from a dozen trunks—here are practical plans that you can use.

Among the plans you will find suggestions for making your present sales territories produce a greater yield of business; how to supervise your salesmen so that they will get from twenty-five to fifty per cent more business; how to organize the home office personnel of your business to prevent over-lapping of duties.

You do not need to have a list of branch offices and a corps of salesmen to capitalize the suggestions contained in this new survey. While such a work will naturally prove most profitable to a concern with numerous salesmen, it must be remembered that the only way a small business can become big is through



Dividends from First Reading

"The reading of the first section of the new survey is evidence enough to me that the \$6.00 you are charging for the book is going to bring dividends way out of proportion to the investment." St. Paul Electric Co.

Thinks it is a "Corker"

"Just a personal note to tell you that the new sales organization survey is a corker. It is very helpful in the courses, and in addition, it offers a very interesting field for special work for the men." Amos Tuck School, Dartmouth College.

Worth Several Times Its Cost

"We have read and re-read the Survey of Modern Sales Organization several times, and want to say that I would not dispose of this survey for any price were I not able to secure another one." Citizens' Wholesale Supply Co.

Upon "Suspicion" this New y for Examination?

a study of the methods of big businesses. Many a basement shop had grown into a five acre plant as a result of a small business man getting the habit of big business thinking.

Here is your opportunity to buy cheaply selling experience which others have had to pay dearly to learn. Thousands of dollars have been spent in merely gathering the material. It is not a book—it is a *service*. A single plan taken from any one of the ten sections making up the survey if dressed to fit your business may *very easily double your sales for 1921*.

One subscriber to our first survey wrote us that a plan for collecting money advocated in that survey netted him over \$65,000—13,000 times what he paid for the information.

You can lose nothing, and may gain much, by letting us submit to you ON APPROVAL the sections so far issued. There is no obligation on your part to keep the material if not suited to the needs of your business.

Price Complete, \$6 on Approval

The survey is issued in ten separate sections, a new section being mailed to each subscriber about every two weeks, or as fast as data can be assembled. There are from 24 to 32 pages to the section, including "Suggestion Sheets," blue prints showing organization of most of the large sales organizations, special tabulations, etc. The various sections are indexed by means of a set of tabbed index pages which is included with a handsome flexible leather ring binder lettered in gold. The size of the binder is 6 x 9 inches. The six dollar price includes everything

A Few of Nearly 300 Sales Building Plans to Be Described in New Survey

How Devoe & Reynolds have organized their sales department so as to insure a steady stream of new accounts, and stimulate full line sales.

Use of a Future Demands Department such as is maintained by the National Cash Register Company to keep ahead of possible market developments.

Tabulation showing authority sales manager has over advertising in nearly two hundred representative concerns in all lines of business.

New plan being followed by the Goodyear Tire & Rubber Company in appointing zone supervisors; how their duties are linked up with other forces in the sales department.

How the Baker-Vawter Company insure an adequate supply of capable salesmen through their Personnel Department; with a description of the results produced by this department.

Experience of The Wm. Britigan Organization, Sherwin-Williams Co., Hood Tire Company and others in arriving at the proper number of accounts or prospects for a salesman to handle.

Experience of manufacturers and jobbers with exclusive agencies; under what circumstances these concerns have found it profitable to establish exclusive agents; dual agencies and general agencies. Synopsis of various agreements in force.

A scientific plan worked out by the American Tobacco Company to determine which members of the organization are best qualified for promotion to executive positions.

Nearly twenty blue print charts showing organization details of representative sales organizations, such as Baker Vawter Co., International Harvester Co., Marshall Field Co., National Cash Register Co., etc.

Clip this Coupon—And mail it today, before it slips your mind. Send no money. Memo invoice will accompany survey. All bills rendered to company unless otherwise instructed.

The Dartnell Corporation, Publishers,
1801 Leland Avenue, Chicago

You may enter our name to receive the ten loose-leaf sections (as issued) summarizing the investigation you are making regarding the organization policies of leading concerns in all lines of business. You are to include a loose-leaf ring binder at once for filing this material, as well as a set of tabbed indexes when survey is completed. Price to be \$6.00 in advance, with the privilege of returning initial material within 30 days and having charge cancelled if we wish.

\$6 Complete—including Subscription to Survey, Binder, and Indexes.

Ship to
Company
Address

☐ Check here if you desire information regarding Dartnell Monthly Sales Service.

THE DARTNELL CORPORATION

Publishers of Books and Reports for Sales Managers and Salesmen
1801 Leland Avenue, Ravenswood Station, Chicago, Ill.

my system of sales and distribution?" "How does it come that the 'other fellows' have a different ratio between the cost of their raw material and the value of the finished product?" This unusually inquisitive sales manager had been studying the statistics of his own plant in comparison with the totals for all plants in his industry as given in the new census round-up and the longer he looked the more deeply he became convinced that there was something rotten in Denmark. Then he bought a ticket for Washington.

Our suspicious executive got his answer at the census fountain-head, all right, though the Census officials had to strain a point to translate the data into the form that pointed the moral. They could not, of course, allow him to see the returns of his competitors but they did extract from those returns, carefully omitting the names, the parallel information that put competitive performance into deadly parallel. The upshot

of the matter was that our perturbed executive found that his workmen were as efficient as the next ones, and that his sales force was doing all that could rightfully be expected of it. The trouble lay in the fact that his firm had clung to methods of production that involved a large proportion of hand-work whereas his competitors had gone over completely to automatic machine production. And there was not enough difference in quality to justify the higher cost of the hand work.

As has been intimated, the Census Bureau, on no account, divulge to a business man facts regarding a competitor or competitors. But a resourceful sales manager can put himself in the way of getting just what he wants if he will but induce the census officials to specialize and segregate his product, instead of massing it with other more or less distinctly related products. Only the other day a manufacturer of waxed paper pointed out to the Census Bureau

that his line, which has a turnover of millions of dollars a year ought to have a special listing under the general heading of paper and paper products. Paper "towels and napkins" were given a special niche this year. Indeed, the census officials are quite willing to put in force any subdivision in classification for which there is warrant. Once he has his line isolated, a sales manager, who has his industry at his finger tips, can figure pretty closely how he is stacking up alongside the other fellow. Remember, he can get his figures by states. Perhaps there are not more than three or four firms in his line in the average State and, with his own knowledge of the firms that have reported to the census, the blind totals that the census puts out readily resolve themselves for the sales manager into averages that are immensely enlightening.

But it is no use to try to "catch" the Census Bureau by calling for data on a product under trade name, in the hope that the ruse will extract figures on the specific product rather than on the whole class of goods to which the private trade-mark has been indiscriminately applied by the public. If you naively inquire at the Census how many "Victrolas" were produced last year, your informant will diplomatically assume that you are using the term as indicative of all cabinet talking machines that play the disc records and will give you information accordingly. For, of course, he could not open to you the figures that the Victor Talking Machine Company submitted to Uncle Sam in confidence. For the matter of that, the Census Bureau, under its rules, would even have to say "Nay, nay" if you asked merely for a list of the names and addresses of firms in any line of business.

There come to the Census Bureau not a few inquiries from sales managers for intimate data on the proportion of percentage of expenditures by manufacturing establishments charged to "sales" and "advertising". Nothing specific is available in this quarter. A beginning was made, some years ago, in the compilation of data, through the channels of the census, on sales and advertising expense but the attempt was abandoned because it was found that so many of the smaller firms had not theretofore separated sales expense and, yet more discouraging, the systems of bookkeeping employed by many of the smaller firms did not seem to admit of the desired segregation of sales and advertising expense. The large sales interests were in a position to isolate sales and advertising expense, as the Census officials desired, but it was felt that, in view of the limitations of the reports that would be obtainable from the majority of the small concerns, the resulting totals and averages would not be representative.

"Our president, Mr. E. P. Kelly, has shown so much interest in SALES MANAGEMENT he is desirous of having you enter his individual subscription to be mailed to his residence." E. C. Coit, Sales Mgr. Capital City Products Co.

What Do You Want Your Direct Advertising To Accomplish?

1. Turning Inquiries Into Orders
2. Jobber Co-operation
3. Dealer Co-operation
4. Distribution By Mail

DO you want to turn a bigger percentage of inquiries into orders? Are you seeking a way to gain the whole-hearted co-operation of the jobber and his salesmen? Do you want to "sell" the dealer and his clerks on your line, and get them to work with you? Are you in quest of wider distribution by mail?

Just *what* do you want your Direct Advertising to accomplish?

No matter what your outstanding sales problem may be, it is the mission of this organization to render you sincere service. The D.A.C. is not a collection of word-wizards or sensationalists. We are practical merchandising men, backed by years of common-sense experience.

We are not interested in "getting out some printed matter" for anyone. But we *do* want to work with those progressive folks who seek Direct Advertising built upon practical time-tested plans. We have no ready-made recommendations. Our prescription is presented only after a careful study of your business and your needs.

Take the first step now. Tell us exactly what you wish to accomplish. And find out what we can do for you. Your action in writing us places you under no obligation to spend one penny of money.

THE DIRECT ADVERTISING CORPORATION
532-A NORTH CAPITOL AVENUE, INDIANAPOLIS, INDIANA

W. E. HENKEL,
Chairman of the Board

BURTON BIGELOW, *President*
A. J. RANDALL, *Secretary*

MAXWELL DROKE, *Vice-President*
B. G. SALTZGABER, *Treasurer*

More People Are Reading The *Sunpapers*

than ever before in their history. All three issues—The Morning Sun, The Evening Sun and the Sunday Sun—are enjoying splendid gains and have broken all their circulation records.

¶ For November, 1920, the average net paid circulation of the daily Sun (morning and evening) was 196,894—a gain of 27,664 over the same month last year, and a gain of 2,317 over October, 1920.

¶ The average net paid circulation of The Sunday Sun for November, 1920, was 142,456—a gain of 13,225 over the same month last year, and a gain of 1,196 over October, 1920.

¶ The *Sunpapers* are the home papers of Baltimore, not only because they appeal to the readers in their homes but also because they are delivered directly into these homes by exclusive Sun Carriers.

¶ Advertisers in The *Sunpapers* are buying reader interest and reader confidence on a rising market. It is literally true that

Everything in Baltimore Revolves Around THE SUN

Morning

JOHN B. WOODWARD,
Times Bldg., New York.

Evening

Sunday

GUY S. OSBORN,
Tribune Bldg., Chicago.

**Baltimoreans Don't Say "Newspaper"
—They Say "Sunpaper"**

A Sound Basis of Fairness

*is being gradually built in under advertising
which is making it more positive in results
and easier to buy and handle*

The Globe

and Commercial Advertiser

*is proud of the place it has taken in helping to
lead the way to much of the progress*

- 1911** For definite proved net circulation. Started the movement which resulted in the Audit Bureau of Circulations. First New York newspaper to sell space on the new basis.
- 1912** Started the movement to advertise advertising resulting in the organization of the Bureau of Advertising of the American Newspaper Publishers Association.
- 1914** Established commodity basis for selling advertising, same rate local and foreign for same service with commission to agent on any business developed by him.
- 1916** Advertising rates scientifically based on definite costs. Dividing enormous increases of extra expense fairly between reader and advertiser.
- 1917** Through co-operative effort sought to show other newspapers the advantage of scientific management to hold down arbitrary advances in rates.
- 1918** Established general adoption of 15% commission to agents and 2% cash discount, by repeated circularization of newspapers, propaganda in trade papers, etc., etc.
- 1919** Withdrew allowance of commission direct to all advertisers on expiration of existing contracts, and compelled those who demanded the making of cuts, drawings, etc., to pay for them and established the principle of saving expense to the man who does not demand nor receive the extra service.
- 1920** Established principle of an absolutely flat rate on expiration of all existing contracts, which permits a man with a 50-line ad to buy as cheaply as an advertiser using 30,000 lines.

*Definite proved circulation, commodity base for sales, fair
play to all advertisers and absolute protection to the agent*

Member
A. B. C.

THE NEW YORK GLOBE

JASON ROGERS, Publisher

170,000
A Day.



Trade-Mark and Good-Will Protection

Subscribers are invited to submit problems relating to registration of trade mark, label infringements, etc. If possible, they will be answered in a forthcoming issue. Address: Trade Mark Department, Sales Management Magazine, 1801 Leland Ave., Chicago.

Territorial Limitation Upon Good-Will

Troy, N. Y.—We have just learned that a firm in the same line of business in another city has copied our mediums of commercial individuality—not merely our brand name but a distinctive color scheme used on our delivery wagons, etc. We are not selling in our competitors territory at present but might wish to extend our business in that quarter at any time. Should we not take steps to protect our good-will against that time? C. L. & C.

It has been pretty clearly established, latterly, that the courts will recognize territorial limitations upon good-will. The experience of the Chapin-Sacks Manufacturing Company in its controversy with the Hendler Creamery Company seems to indicate that there are no legal objections to the action of "the other fellow" in stealing your advertising and sales thunder so long as he restricts his operations to territory where you do no business. Of course, this does not mean that any firm anywhere could with impunity infringe a trade-mark of which you were the first user in interstate commerce but when it comes to seeking redress for alleged invasion of good will on the score that it constitutes unfair competition, then must one bow to the logic of the courts that there can be no unfair competition where there is no competition in fact.

An Agent Cannot Take Over the Good Will of a Sales Interest

St. Paul, Minn.—Will you be good enough to give us a "reference" to support our contention that when a sales manager makes a change of representation, there remains with the agent, with whom relations have been severed, no part of the good-will expressed by the name of the product or the name of the maker.—E. K.

Perhaps the best reassurance that has come from the Federal bench in support of your contention was that given in a U. S. court, some years since, in what was known as the "Edison Phonograph Agency" case. The court said, in that instance that the use of the word "agency" as part of a sign placed over a place of business is not justified, after the agency ceases, as against corporations having the right to make and sell the article familiarly known by the distinguishing name.

Local Raids on Mail-Order Good-Will Are Not Allowed

Chicago—Have there, to your knowledge, been any cases in the courts which have indicated what measure of protection, if any, can be invoked against local sellers that misappropriate in one way or another the good-will prerequisites of a mail-order house doing business in their territory?—"Perplexed."

Probably you will find what you are looking for, in the nature of a precedent if you will look up the record in the

case known officially as Ball versus Best. In this episode a poacher upon the good-will of the well known New York firm of Best & Co., children's outfitters, set up a retail establishment in a midwestern city, using the name "Lilliputian" made famous by Best & Co. and supplementing it with the line: "Formerly with Best & Co., New York". The courts called a halt on this good-will snatching although the only trade of the New York firm in the territory directly affected was trade by mail.

State Registrations May Bolster Good-Will

Muncie, Ind.—If one be about to establish a business in a State which provides by State statute for the registration of trade-marks is such registration worth its cost as a bulwark for the good-will that it is hoped to create?—S. M. R.

Here is a quiz that warrants the trite reply that it "depends upon circumstances." If the seller intends to confine himself to an intrastate business, and is thus debarred from registering his trade-mark at Washington, it would seem highly desirable to seek State registration. And, in any event, State registrations have much to commend them, if expense be not too much of an object, in that many of the State laws provide for the criminal prosecution of infringers, thereby affording, within the limits of their jurisdictions, protection superior even to the national laws.

No Rule of Thumb for Good-Will Valuation

Sebring, Ohio.—Will you referee a dispute as to the worth of good-will. A declares that the United States courts follow a hard and fast rule by figuring the value of good-will as one-tenth that of the other assets of a firm. B insists that there is no uniform or universally accepted basis for figuring the value of good-will in dollars and cents. Which is right?—T. W. J.

Broadly speaking, B is correct. There is, however, this justification for A's impression, that, on one occasion, a U. S. Circuit Court ruled that the good-will involved in a certain case should be figured as 10 per cent of the "tangible" assets at stake. However, this appraisal had reference to the conditions of that specific, individual case and in the case of many a business enterprise an allowance of only 10 per cent for good-will would be manifestly and hopelessly inadequate.

"I wish to say at this time that I derive more benefit from this magazine than any magazine I have ever seen, and would not for a moment think of allowing our subscription to expire." Julian Weir, Blake, Moffitt & Towne.

What's Ahead

Under the New Administration?

Will prices continue to slide off, or will they rise to a new high level?

What effect will the election have on Christmas buying?

How about wages?

Babson's Reports

Our Special Barometer, Letter just off the press, gives you the plain, unbiased facts on the present situation and forecasts conditions under the new administration. It contains information of vital importance to every manufacturer, merchant, wholesaler, jobber and retailer.

REPORT ON REQUEST

This Letter and Booklet—"Increasing Net Profits," will be sent to interested executives, without charge. Clip out the Memo—now—and hand it to your secretary when you dictate the morning's mail.

Merely Ask for Bulletin 239

The Babson Statistical Organization
Wellesley Hills, 82, Boston, Mass.
The Largest Organization of Business Advisers in the World

CLIP OFF HERE

MEMO For Your Secretary

Write The Babson Statistical Organization, Roger W. Babson, President, Wellesley Hills, 82 Boston, Mass., as follows: Please send me a copy of Bulletin 239. "What's Ahead Under the New Administration", and booklet, "Increasing Net Profits", gratis.



We Want a Sales Manager

To a clear thinking two-fisted sales executive who knows how to recruit, train and develop an investment security sales organization, we can offer a splendid opportunity.

A liberal compensation will be measured to match the man. The future will be what he makes it.

The man we expect to qualify has a keen well-balanced mind coupled with clean character, ability and experience. He is of good address and somewhere between 30 and 40 years of age. He is a shrewd judge of human nature. He works along constructive lines and is able to command the respect of his fellow executives and the confidence of his salesmen.

His problems will be simplified if he has experience in training and directing salesmen selling something more difficult for the average prospect to visualize than tangible merchandise.

Can you qualify? If so, a well rated New York institution would like to hear from you. Be thorough in your reply. It will be held in confidence.

Address Box 130
Sales Management Magazine
1801 Leland Ave. Chicago

Sales Management

is the only
publication
in its field
belonging to

Audit Bureau of Circulations

Gross Circulation
January Issue

8,000 Copies A. B. C.

Advertising Rates

Full Page, \$75

Half Page, \$40

Planning Ahead

No matter how much or how little direct advertising you expect to do, planning ahead for the new year's business will eliminate much waste and greatly increase your sales efficiency.

Our Advisory Committee, composed of men thoroughly experienced in all phases of modern advertising and selling methods, can and will help you solve your 1921 sales and merchandising problems.

Let's get together and talk it over.

The Elmwood Co.

Direct Advertising
1657 Monadnock Bldg.
Chicago

Adventures in Recruiting Salesmen

(Continued from page 178)

all of whom have greatly increased their sales when territories were cut in two.

So I lay particular importance in the fifth question because the salesman's answer is invariably an index to his aggressiveness—his initiative, his ability to think quickly, his mental balance, his capacity to handle a difficult situation on short notice. The question finds out whether or not the salesman has the important qualifications which I call 'depth'.

The sixth question adds the finishing touch to the interview. "How much do you think you should earn in this job?" The salesman names his own salary. I have found that in practically every case a salesman will classify himself some time during the interview. However, no other question compares with this one in forcing the salesman to do this of his own accord. For example, one salesman made a splendid impression upon me. He was a clean-cut, forceful chap, with a good experience. When I asked him this question he said:

"Well, sir, I'll tell you. You will be greatly surprised at the amount I am going to ask." He paused for an instant, I hoped he would not dispel my plan of hiring him by naming some fabulous salary. He continued, "I will really want \$200 a month."

He classified himself. I had taken him to be a pretty high priced man but this question disclosed that he was merely an average salesman.

After the interview, every salesman was required to fill out completely an application blank. To the references given on the blank, we sent a letter requesting that questions about the prospective salesman be answered in the enclosed form. The application blanks are excellent for keeping a standardized record of the applicants.

Needless to say, I notice such things as the salesman's teeth, finger-nails, how he handles his hat, slang, grammar, whether his walking across the floor has snap in it, and many other minor details. I also lay some stress upon physical proportions. Many sales managers do not take much stock in such methods, but there are a few simple things that can be watched to advantage. Our experience has been that the tall, wiry salesman usually has the energy, vim and initiative necessary in handling our territories. He must make the smallest towns where the hotel facilities are not as good as in the cities. He must not allow the desire to make only the better towns handicap him in his work.

I recall one applicant who was considerably overweight. He sat on the well upholstered couch waiting to see me. When I approached him he arose apparently with much difficulty and a grunt. He said, "How do you do, Mr. O'Brien. I understand you want a number of high grade salesmen. Let's sit down." And he motioned me to one end of the

couch. I informed him I was too busy to talk with him at the present time and hurriedly disposed of his case because it was easy to see that he would be tempted to make the towns which offered the most comforts.

Not only are the tall, wiry men less apt to be laying out their routes so that they spend their nights in the best hotels, but I usually try to pick them so that there is something impressive about their appearance or manner. We paid \$100 for the expenses of one salesman who came all the way from Montreal for an interview. He seemed to have the qualifications but when he walked into the office he stood only five feet, three and a half inches tall and weighed 110 pounds. I did not hire him largely because there was nothing commanding about his appearance and his first impressions.

However, all of these things are merely contributory. I do not know of any secret methods which reduces the hiring of salesmen to a rule and science basis.

Naturally, among the 250 interviews during those two weeks there were many amusing cases such as the Cruyton, Minnesota, man who wanted a territory in California during the winter and in Minnesota in summer; the mechanical genius who wanted to take up selling to cash in on his experience; the fellow who didn't know what he wanted, agreeing to take any territory in four states, changing his plans every five minutes until he finally decided he wanted a territory around his own town where he could be home five nights a week. But the most pitiful is the salesman between sixty and seventy who tries to convince you that he has as much pep as those younger chaps and claims that he is a better salesman.

Perhaps the most important thing I learned in this very interesting experience was to appreciate even more than I did previously our own sales force. It seems that the best way to get a sales force is to develop one. Pick the men carefully, not so much for their experience as for their capabilities, then train them in the sales methods your experience has shown you are right.

It is a beautiful theory to hire high priced salesmen and expect them to make up a team capable of meeting any situation, but it does not ordinarily work out that way. The best results are obtained from the sales force which you develop along well defined lines based on past experience.

"I have just finished reading FIELD TACTICS FOR SALESMEN, and I find it is the first book that made me see things in a different light. While I am only a salesman for the American Paper Company, that doesn't necessarily mean that I can't prepare for the job 'higher up'." Grover Cleveland.

The merchandising force that must be behind every advertising campaign.

PUT a child in a Pullman car—that car is the entire train, to him. He thinks nothing of the giant locomotive up ahead, without which the Pullman car could not move. He thinks nothing of the carefully-laid tracks over which the train speeds—nothing of the wonderful system of signalling that makes his journey safe beyond doubt. To him, the railroad is the Pullman car. No more.

Say “advertising” to the man not acquainted with its dimensions. Into his mind’s eye flashes a double spread in a national magazine—a billboard or an electric sign—a street car card or an advertisement in his local newspaper. Like the child in the Pullman, he sees—and seeing, fails to appreciate what *real effort* lies back of it all.

For good advertising is more than dollars spent for words, pictures and a place to exhibit them.

Good advertising is *sales effort*.

Words and pictures—copy and illustration—alone will

never produce the highest possible sales-return on an advertiser’s investment, if the product in question is sold through jobbers or retailers.

It is the *sales plan* behind the campaign that does the work. And it is the efficiency of the *sales plan*, and the enthusiasm with which it is carried out, that makes for unusual success for one advertiser—and the lack of a definite *sales plan* that results in indifferent success for another, regardless of money spent.

Your distributing organization must be firmly linked up, through skillful merchandising effort, with your advertising.

This Agency has worked with the Sales Department of nationally-known manufacturers, in helping to put products on a firm footing in highly competitive markets. We say that Advertising did the work. Advertising, yes—*plus* intensive cooperation with our clients’ selling organizations.

*We would like to talk to a few more live
sales managers in their own language.*

**THE RICHARD A. FOLEY
ADVERTISING AGENCY, INC.
TERMINAL BUILDING
PHILADELPHIA, PA.**



EDITORIAL

What is Ahead In Business

The open season for business prognosticators is here again. Mr. Getdekoin of the Billionaire National Bank takes a sly look into his mystic crystal and tells us just what is going to happen. Mr. Alwazglad of the Alwazglad Manufacturing Company, receives the bright young man from the local newspaper and grants him an exclusive interview on the same momentous subject. Its great sport, almost as much fun as guessing the number of beans in the jar at the church bazaar. Sometimes, however, it has a muffler explosion, as happened in our case when we predicted in our issue of a year ago that 1920 would see a slowing up of business with conditions reverting to a buyers' market late in the year. One of our good friends, a sales manager for a furnace manufacturing concern, wrote us a three page letter of protest. He pointed out that nothing could stop a building boom during 1920. The country was way under built, and he wanted to know how in the name of reason could there be a slowing up in the sales of furnaces if thousands of new homes, requiring stoves, were to be built? He admitted we might be right so far as automobiles were concerned, but his business was different. Another subscriber in the office furniture line in Los Angeles was equally violent in his contradiction. He called us crepe hangers, joy killers and doughnut "holers." And so on down the line. With months of orders ahead, and business being forced upon them, sales managers couldn't possibly see an end to the harvest of profits. But fate, or whatever it might have been, was with us and our prediction that the year 1920 would see the return of the buyer's market has come true. To be proper we ought to republish the article in 12-point lead with a box around it as evidence of our great wisdom. But just to be original we are going to be frank and admit that it just happened that we were able to piece together many widely differing bits of evidence and arrive at a conclusion in accord with subsequent developments. Something could very easily have happened which would have completely upset our prediction and turned what some of our friends call foresight into a poor guess. So this year we are going to sit on the side lines and leave the field to the others. Our private opinion is that things are going to pick up after the first of the year, and business will settle down to a condition approaching normal about March. And, still not speaking for publication, we have a good-sized hunch that the sales manager who forgets about conditions, past, present or future, and goes after the orders harder than he ever went after them before will keep his

plant going at capacity while his competitor is holding post-mortems over his cancelled orders.

The Dictaphone's Carry and Sell Plan

One of the best cures for the "business - has - gone-to - the dogs" feeling, is to get the salesman back into the ante-bellum habit of making demonstrations. During the last few years salesmen have been picking up orders so easily that they have an idea they can still sell goods on conversations. But they can't and the sooner they follow the lead of the Dictaphone and other organizations and adopt "carry and sell" methods, then just that soon will they start to increase their business. If any salesman doubts the value of "carry and sell" tactics all he needs to do is to look over the records of the Addressograph organization. The president of the Addressograph 1920 Hundred Club—Milburn—credits his success to the fact that he didn't go around asking people if they wanted to buy an Addressograph but he took the Addressograph into their offices, showed them just what it would do for them, told them they needed it, and sold it to them before they had a chance to change their minds. Milburn thus sold about 212 Addressograph equipments, amounting to some \$73,000. No matter what you are selling, automobiles, bath-tubs, or bed springs—your salesmen will sell more if they demonstrate more. There is no product made that can't be demonstrated successfully if someone gives the matter enough thought.

The Experience Fetish In Sales Work

Is it possible that in picking men for positions as salesmen and sales managers that we are attaching too much importance to their previous experience in "our" line? The question is prompted by a letter from a trustworthy advertising manager for a manufacturer of heavy machinery. The writer states that, while not yet a sales manager, he is hopefully looking forward to the day when he will hold such office, but goes on to say: "I am frequently eliminated because I have not had actual experience in managing sales. It is a hard barrier to break down, in spite of the fact that I have for years been training myself for such work."

Without wishing to depreciate in any way the value of past achievement in selecting sales workers, we would like to point out the danger of over-stressing experience. Sales managers are agreed that in most instances a man with no previous experience in their line of business makes a better salesman than one with too much experience. For

COMMENT



one thing the man without the experience has nothing to unlearn. He is willing to be taught because he knows what he doesn't know. While he may be slower in turning the corner, he will travel faster and farther once he is on a productive basis than the "old timer".

To a lesser extent the same is true of a sales manager. An alert, energetic advertising manager, such as the chap who wrote the above letter, will undoubtedly make his quota of mistakes at the outset. But he brings to the business an unhampered and a fresh view-point. He is not tangled up with customs of the trade. Given the right training under an experienced official of the company and a little time to land on his feet, he should make a better sales manager, and certainly a far less expensive one, than a man who knows the business so well that he can come in and tell you how it ought to be run. There is only one thing that is worse than a little knowledge, and that is too much knowledge—especially knowledge about things that "can't" be done.

—o—

Getting the Business by Going After It

One of the side-lights that flares up from Allen Ryan's tilt with the bankers is the sweeping action taken by the banks in cancelling the advertising of the Continental Candy Company—a Ryan enterprise—and summarily discharging the whole sales force. According to dependable advices the company, which had but recently launched its advertising, was making substantial progress and the advertising gave every indication of going "over" big, but the bankers were obdurate. It was no time to advertise, so they thought and zing! went the purse strings. It isn't the first time that a banker has thrown a monkey-wrench into the machinery of an advertising campaign just as the wheels started to turn. Bankers have an odd habit of considering advertising as an unnecessary expense and a leak in the profits. At least most of them have. To make it worse there are some business men who have been bitten by the same bug. Orders being harder to get, they cut the Gordian knot of the problem by cancelling their advertising and firing their salesmen! It sounds unbelievable, but it is a fact. There are still men at the heads of business who seem unable to grasp the simple and most elementary rule of business—when you need business go after it. You can't get a thing by wishing you had it. The concern that cancels an advertising contract in times like these is on a par with a man who stops putting coal in the furnace when a cold snap comes.

SALES MANAGEMENT

How Will the Price Drop Effect Merchandising Methods?

As this is written—
(early in December)
the greatest decline in
commodity values

known to the history of marketing has taken place. Twelve basic products included in the price table of the Federal Reserve Bank of New York, to-wit: wheat, corn, hogs, sugar, pig iron, copper, lead, lumber, petroleum, cotton, hides and rubber, have declined since May on an average of 33.5. It is a condition which sales managers can well ponder over. Out of it will come, unless we are badly mistaken, some radical changes in our present system of distribution. For one thing we are going to see more direct marketing by producers. Evidence of this is seen in the organization of the Lancaster Tobacco Auction Sales Company last month—one of the most radical steps ever taken by a products association to stabilize prices. In the industrial field we find a glove-maker's union starting a factory of its own with the idea of selling through co-operative stores. In the same way a piano factory has been started to sell direct. True, these are isolated cases, but it cannot be denied that there has been a decided drift, which has gathered momentum as prices recede toward large scale distribution by people who buy direct from producers—chain stores for example. The present deadlock and inability of producers to make their price reductions effective to consumers will stimulate the chain store tendency. More shoe manufacturers for example, are going to have their own retail stores than formerly. They are going to insist on controlling prices to the public. Farmers, too, are aroused over failure of retail prices on fruits and other products to come down. They have seen apples rot in the orchards. They have seen fruit sell at a dollar a basket in the city when you couldn't give it away in the country. You can bank your bottom dollar that something is going to happen. Sales managers may well watch this changing current of distribution.

—o—

"You can't tell me that we are going to have bad times for many weeks when we have had idle spindles for months, and shoe factories working half time for many months, when we have not been building homes for six years, when railroads have been worn to bed rock in war time and have not been able to reconstruct. You can't tell me this when we have got the biggest crops we ever had and everything from flour to sugar is coming down as respects wholesale prices. There is only one thing needed to right the situation and that is lower food prices and lower money rates, and both are arriving daily."—Clarence W. Barron, *Editor, Boston News Bureau.*

Advantages of the N. C. R. Agency Plan of Selling

By R. B. Lee

The natural tendency in recent years has been toward closer relations between the maker and the ultimate distributor of a product. Even where the entire output is sold through jobbers it is not unusual for the manufacturer to make contracts for representation direct with retailers. This is true, for example, of most storage battery marketing plans. In view of this growing tendency it will be interesting at this time to review the marketing plan of a concern which has achieved great success through the careful cultivation of agency connections which it controls but does not own.

IN our desire to get a more closely established working channel of distribution is there a danger that we shall go too far? Are there any guiding principles or facts that indicate a rational plan which will aid a manufacturer's sales department in adopting the most suitable plan of operation? Perhaps these questions can best be answered by examining the methods and results of the leading examples of the close type of relationship—that of the National Cash Register Company with its agencies.

It should be understood at the outset that although the N. C. R. agencies sell nothing but the products of this one company, they are not owned by the company. The agent sometimes may be financed at its start by the manufacturer, but eventually these agents reach a point where they are practically independent so far as running on their own capital is concerned.

The training of these agents, their sales methods, the policies to be followed, almost their entire business is dominated—or, at least, kept under the advisement of the sales department of the N. C. R. home office. The reason for this arrangement and the results achieved shed much light on the agency question.

One Way to Maintain Prices

Perhaps the first big advantage of this arrangement is the ability it offers the manufacturer to maintain standard prices for his wares. This is a cardinal point in the agency agreement and enables the N. C. R. to make its standing offer of a reward for anyone who can purchase a new machine at any agency at less than the advertised price. In the sales of relatively high priced articles like these, this price guarantee is a matter of importance to purchasers.

Next, perhaps in importance, is the ability which this arrangement gives in controlling the selling policy as to promising what the product will do. It would be very easy for a dealer of the independent type to oversell the value of a cash register or to sell a customer a higher priced register than his business justifies. Even though, because of the remarkably broad N. C. R. service, these machines can do a great deal for buyers, nevertheless it is obviously bad policy to be rash in making claims. The company does not believe, either, in sell-

ing a customer a machine that his business does not warrant.

Another large factor that governs this method of distribution is the matter of suitable installation, making repairs, and the furnishing of accessory supplies. The sale does not end with the delivery of a register to the customer. To give him the greatest benefit the agent must show the buyer how best to set up the machine (or machines) in his store. Accessibility, counter traffic, height from floor and many other such points enter into this problem. Sometimes it even involves a partial shifting of the store arrangement for greater efficiency.

Adequate and satisfactory repairs can only be made by an expert who, in turn, can only be supplied through such an agency. For most satisfactory results the accessories, such as paper rolls for the register, should be standardized and fitted to each type of machine. Certainty of this standardization cannot exist if owners buy these supplies in the open market.

Simplifying the Service Problem

Finally, the possibilities of service to owners of these machines are great and, because of their technical nature, can only be brought to fullest realization by the education of agents to handle this branch of work thoroughly. A cash register is not just a machine—it is almost a complete system of selling and book-keeping. The greatest point about this machine is the check it gives the owner on his business by simplifying and making accurate his accounting methods, and by showing up the little leaks in his business. The selection of the right type of cash register and the proper co-relation of it to the accounting plan of the buyer is a large essential in giving permanent satisfaction. Few dealers not educated by the N. C. R. system could accomplish this feat.

These points will indicate a definite situation in regard to dealer relationships from which a principle might almost be drawn. Obviously a talcum powder does not need technical salesmen (though who questions the fact that the more a salesman knows about a product, the more he can sell?) but as one goes up the scale of manufactured articles in point of intricacy or technical features, it is apparent that the ultimate vendor must be more and more closely allied to the maker. The greater the service that is given with a

product or the greater the difficulty of proper installation or use, the closer can be the advantageous control of the maker over the sales of his wares to the consumer.

At one end of the line can be placed hairpins (for example) and at the other an intricate and delicate electrical testing instrument or an engine lathe. In making any decision on methods of distribution the place of the product in this scale is important.

Another feature of this problem which has not been touched upon is the question of selecting dealers who sell a variety of products or confining appointments to those who will give their efforts exclusively to the one product.

The Delco-Light Company previously allowed sales agencies for their farm lighting units to firms who also sold other electrical appliances. Effort, of course, was made to avoid the usual type of electrical supply dealer, but no serious objection was offered to dealers or agents who carried side lines of accessories for farm lighting and power machinery which could be used in conjunction with the Delco-Light plants.

In the course of recent experience, however, this company has found it advisable to continue this policy because of the belief that the agent's time might better be spent in the selling and rendering of service for this one product alone. The concern is therefore discouraging its agents from diversifying their interests in this way.

A product that has a sufficiently frequent sale, that is a relatively high priced article, and that offers a good margin of profit can be merchandised through dealers who will devote their entire time to this one product, but a manufacturer of a low-priced article, such as flashlight or toilet soap could not expect such representation.

Selling the Service Idea to the Salesmen

C. A. Moorman, vice president and sales manager of the Moorman Manufacturing Company, Quincy, Ill., reports very successful results from a strong campaign among their salesmen to bring them to a realization of the influence of their service work on sales.

At the home offices of many concerns it is pretty well understood that the service the salesman renders has considerable to do with future sales. But it is the experience of most of them that it is difficult to convey this idea to the salesman sufficiently to get him to render the proper amount of service.

Mr. Moorman's plan for handling this matter was simply one of education of his commission paid salesmen. In speaking of the company's experience, he says: "For a long time we were unable to instigate a scheme which would actually make these men render service to customers. Finally we hit upon the slogan 'Service Sells', and have hammered it so vigorously that they have been sold on the idea. Practically all men are now conducting satisfactory service programs.

Just now your merchan-
dising must be sound.

Probably it is.

And your advertising
must do something.

Does it?

HANFF-METZGER INC.
ADVERTISING
95 MADISON AVENUE
NEW YORK

Yos. A. Hanff, President

Geo. P. Metzger, Vice-President

So many men come to you to talk about *their* business

*What a satisfaction it is to find a man who can
talk interestingly and helpfully about yours?*

ALL thru the week you are besieged with men who want to use *your* time to *their* advantage. They have many reasons why you should do something that will be of service to them.

And only once in a long time does a man come who has an idea for you; who can make a suggestion based on the experience of someone else whose problem was similar to yours; who takes as much satisfaction in talking about *your* interests, as most men take in talking of their own.

You welcome such a friend; no man can have too many. Hence we feel a satisfaction in being able to add a man of that kind to your acquaintance.

We would like to have you meet and know the representative of the Alexander Hamilton Institute in your vicinity.

As a lawyer becomes a better counsellor day by day thru his experience with the problems of each new client, so the Institute man grows in value to his friends, as man after man discusses frankly with him the special problems and opportunities of *his own* life and business.

750 business conferences a day

Day in and day out the representatives of the Institute are in personal conference with at least 750 business men in every sort of business.

Men confide in them problems that ordinarily would not be discussed outside the family circle.

"I have been five years in this job and seem to make no progress," one will say "What would you do in a situation like mine?"

And because the Institute man has known other men in similar situations, he is able to give an answer based not on theory but fact.

"How can I get into business for myself?"

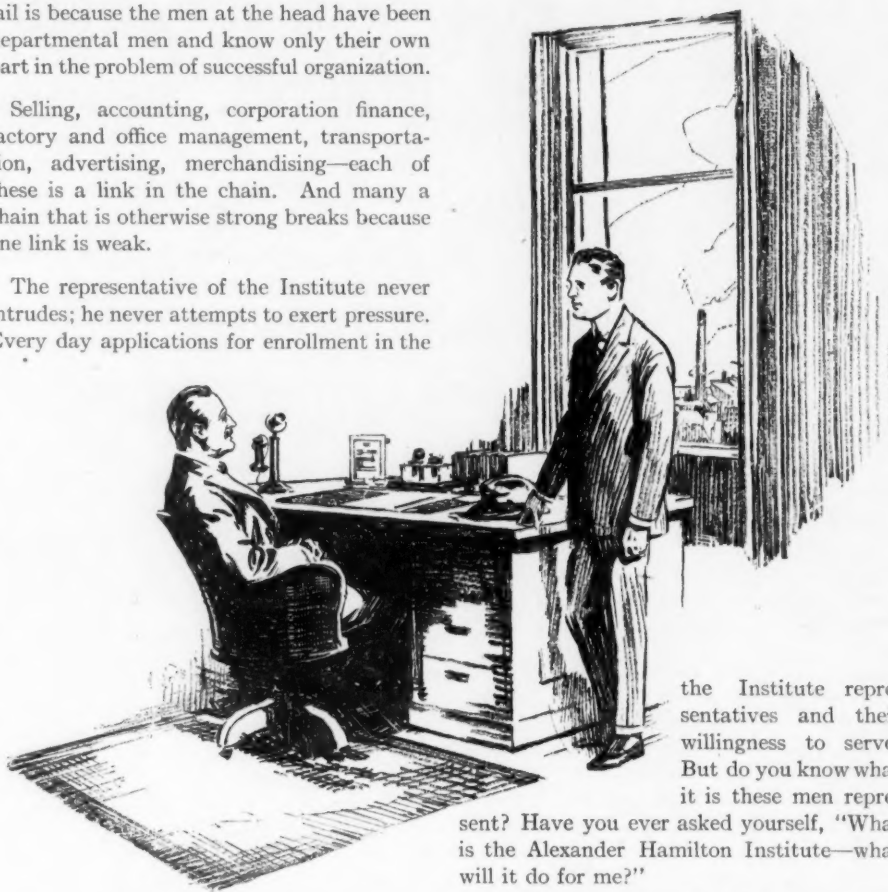
Many men ask *that* question. Too often they think the answer is merely a matter of capital, or of finding a partner, or of being sure of so much patronage.

And the Institute man is able to point out that the reason so many business ventures

fail is because the men at the head have been departmental men and know only their own part in the problem of successful organization.

Selling, accounting, corporation finance, factory and office management, transportation, advertising, merchandising—each of these is a link in the chain. And many a chain that is otherwise strong breaks because one link is weak.

The representative of the Institute never intrudes; he never attempts to exert pressure. Every day applications for enrollment in the



the Institute representatives and their willingness to serve. But do you know what it is these men repre-

sent? Have you ever asked yourself, "What is the Alexander Hamilton Institute—what will it do for me?"

"Forging Ahead in Business"

There is a 116-page book published by the Institute just to answer such questions. It tells what the Institute has done for thousands of successful men, and what it can do for you. It is a book which should be in every thoughtful business man's library, and it will be sent without obligation. Just fill out the coupon below and mail it.

Alexander Hamilton Institute

863 Astor Place New York City

Canadian Address, C. P. R. Bldg., Toronto

Send me "Forging Ahead in Business" which I may keep without obligation.

Name.....
Print Here

Address

Business
Position



Copyright 1920, Alexander Hamilton Institute

Checking Salesmen's Expense Accounts

Continued from page 180

1 is covering his territory more intensively. If a town is worth making at all it is worthy of sales development. It demonstrates that Number 2's ambition was to run a marathon around his territory. He perhaps kidded himself into thinking that he was busy because he covered a lot of miles each week. It illustrates that this man did not have a big enough balance wheel. A lead given him, even if intangible and he was off, he did not sit down and figure that if some other company gave him a lead in the other end of his territory that the cost of making the sale, if he personally had to jump there would overshadow the profit.

Number 1 has obviously handled the sort of business by a strong letter to his prospect arousing his interest to the point of awaiting his arrival in a regular trip. Or perhaps the territory is too widely scattered and our best interests would therefore be served by a revision of territory so as to enable us to obtain more business with less traveling expense. Number 1 resorted to the telephone on rare occasion. The graphic chart shows Number 2 to be an extravagant user of the phone.

Number 1 has spent more on bus and baggage, but this is natural as he devoted more time in town and used his heavy sample equipment for demonstrating purposes.

The incidental or miscellaneous expense can cover a multitude of sins. Number 2's expense here is considerably greater than Number 1 and shows extravagance on Number 2's part, and a lack of interest in his work. Number 1 is more circumspect in spending the company's money, and evidently is just as careful with it as he is with his own.

This chart is only one of many that can be compiled to depict the points of vital interest to your business. Other methods will prompt themselves and charts of this kind can quickly and easily be built up to bring out forcibly the leading factors of expense. They glaringly display the weak points and a disease known is half-cured.

Sales managers will find that the simplest and most effective way of keeping down expense is to impress on the salesman that comparative records are kept of each and every salesman's expenses and that these records are a large factor in determining compensation basis.

With statistics such as these you are able to gauge the efficiency of each man and control this expense. You can show them that men in their immediate neighborhood are traveling for considerably less than they are, or that they are averaging more than the average of all the men, or that their expenses are growing and they are naturally put on their pride to better their record or at least there is room for discussion; what other men can do another man is at least expected to closely approach.

SALES MANAGEMENT

This Newspaper Promotion Department Secures Sales to at least 50% of the retailers before you advertise

TO develop intensive newspaper advertising this promotion department performs the following service before the advertiser runs any advertising or pays any money:

- (1) Secures sales to minimum of 50 per cent of the acceptable retailers.
- (2) Furnishes advertiser with proper jobber order for the merchandise sold retailers;
- (3) Jobber order includes jobber reserve stock equal to 50 per cent of the total sales to retailers;
- (4) Furnishes advertiser with detailed report for each city as the work proceeds showing retailers sold and retailers not sold.

All these things are explicitly specified in the contract.

There is no charge other than the rate for the advertising space.

The merchandising work is done by experienced men not by the local newspaper.

For Established Advertisers

This program corrects the evils of spotty distribution, secures increased retailer sales, retailer and jobber attention with opportunity to dominate the market.



For New Advertisers

This program gives the greatest assurance of success by retail dealer distribution and jobber connection with opened merchandising channels paralleled by intensive newspaper advertising.

COMPREHENSIVE PROSPECTUS SENT ON REQUEST

Department of Advertising and Merchandising

Illinois Daily Newspaper Association

109 North Dearborn Street,

Chicago

43 Distributing Centers—43 Daily Newspapers



Chicago, the Wonder Market

When you think of Chicago is it only in terms of population—the second largest city in America—the third largest in the world?

There is *more* to Chicago than some three million people. Lift the veil and you will learn that it is the world's largest grain, live-stock and lumber market; that it leads in the distribution of food stuffs, machinery, jewelry, pianos, wearing apparel, automobiles, furniture and household requisites; that its industries are so numerous, at the same time so varied, that a partial paralysis of one industry affects the market but little.

It is, in reality, the *Wonder Market of the World*.

Yet, to get a firm grip on the Chicago Market is comparatively easy. The two morning papers cover it thoroughly. One of these, the Herald and Examiner, sells for 3 cents. Yet, despite the fact that the other paper sells for 2 cents, the circulation gains of the Herald and Examiner exceed it as well as that of all other Chicago papers. During the six months ending September 30, government statements show the average daily circulation of the Herald and Examiner at 344,538; with a Sunday average of 626,637.

If the product you manufacture possesses value, with a selling price consistent with its merit, this unusually fertile market offers you an exceptional sales opportunity.

Many a manufacturer has had occasion to learn the value of the Merchandising Plan of the Herald and Examiner. The purpose of the plan is simply this: To help you secure adequate distribution in advance of advertising and at minimum expense. This plan has never failed. Ask us to send you an exposition of the plan.

Important!

The purchases of individuals and firms in the Illinois District (the Chicago market) increased 12% in September, 1920, as compared with September, 1919. During this same period purchases in many other sections of the country showed startling decreases. It is the part of wisdom to concentrate your sales efforts **TODAY** in territories whose stability insures prosperity **TOMORROW**.

CHICAGO
HERALD AND EXAMINER
 AMERICA FIRST

A Plan that Broke the Buyer's Strike

By K. H. Lansing

Here is a story about selling an \$800 ice-less ice box at the approach of the cold weather, when people are not supposed to be interested in ice-boxes and when the well-to-do families were feeling the discomfort of the tight credit situation. It shows what can be done with one or two good salesmen, energetic leadership and a few thousand dollars worth of advertising.

IF you were to ask the average sales manager what he thought about inaugurating a campaign for an intensive sales drive at the tail end of what is popularly considered "the season" he would look wise, shift his Bobby Burns over to the right side of his teeth, take a long, thoughtful puff, and advise you to wait until spring. It is a peculiarity of average people that they always proceed along the lines of least resistance. If money is tight, or buyers are gun shy and times are slow they always wait until things get better. Yet by waiting they invariably let a lot of good business slip through their fingers.

If the three officials of the General Motors Corporation, who met at Atlantic City last October to consider a plan for increasing the sale of "Frigidaire"—an \$800 refrigerator—had decided to wait until money was easier, and times were better before undertaking an aggressive campaign they would be minus the sale of a good many machines and a mailing list of 10,000 picked prospects in Philadelphia. But they were not made of the "tomorrow" stuff. They believed that the time to go after business the hardest was when you needed it the most. So they decided upon a plan, agreed to test it out in Philadelphia and if successful there adopt it throughout the entire country.

The plan provided for making a direct appeal to the housewife in the home of the well-to-do and the wealthy to interest her in such an unmistakable way that she would hand on this appeal to her husband, or whoever in the family might be the breadwinner and to create a real desire for the product through high class, but not costly advertising methods, on a progressive plan.

To fulfill the last mentioned condition satisfactorily it was realized at once that novelty must be a strong factor in the

SALES MANAGEMENT

campaign. It was decided to appropriate \$3,000 and no more for a campaign of five weeks in Philadelphia and its suburbs. This sum was to include everything but the postage, extra clerks' pay and the like.

The Philadelphia branch has four local salesmen—experts in their line and some of them former automobile men, and are used to approaching women with money to spend. According to a plan worked out by Mr. Fox to augment

the prospect list, the salesmen, while canvassing in a prominent district, were to note certain blocks or localities, as in Overbrook, for instance,

there are many houses indicative of long established, well-appointed, or luxurious homes. They were to note the block numbers of these localities and report them to the office, where a staff of clerks would immediately obtain the names from the general telephone directory, as indicated by the numbers, or in similar manner from the small suburban telephone directories that are easy to obtain.

Under Mr. Fox's plan it was preferable to select for this purpose houses that were not strictly new, for the very good reason that very new houses indicate, in such neighborhoods, that the owner has used much of his ready money in building and in buying a motor car.

The concern was a new one in Philadelphia and it was necessary to reach out for the right kind of trade as quickly and with as little loss as possible. It was decided to draw upon well-paid professional and business men for a clientele at the start—through the appeal to their wives. How "live" lists of the various professions and other callings were made, is as follows:

An up-to-date and accurate list of the better class of lawyers in the city and outlying territory was obtained through a prominent attorney, who either knew most of the men personally, or knew well of them. An accurate bankers' list was obtained from a couple of banks; a doctors' list from the telephone book, from which also was obtained a list of insurance agents and several architects, supplemented by the telephone book, helped to supply a list of the architects well up in their profession.

It was with these groups that it was determined to start the campaign. The next step was the decision—the most novel plan evolved from the first conference—to have sales campaign printed matter, newspaper advertising and show windows all suitable to arouse the interest of just these groups. Here, then, was the order of the progres-



Direct Mail Pieces and Newspaper Advertising were Used to Back up the Salesmen with Excellent Results

sive plan; First, armed with the prospect list obtained in the way mentioned, to send out handsomely engraved invitations, personally addressed, to everyone on the list—that is to the wife, or woman of the household, of the professional and business men listed. Next, to engage quarter-page space in the principal newspapers of the city, these advertisements to appear simultaneously with the arrival of the engraved invitation in the home, the invitations to be mailed out Saturday night and the advertisements to appear in Monday's papers.

Each Monday the advertisement would be changed to announce that on the next day, Tuesday, would be held a "wives' day" at the Frigidaire store. For instance, it was decided to have a "Bankers' Wives' Day" for the opening occasion. It was planned to have the show window, which is a large and attractive one on the principal high grade merchandise artery—Chestnut Street—

in the heart of the shopping district, staged to supplement the newspaper advertising, carrying out the appeal to the wives of bankers, in exactly such a way as would also appeal strongly to their husbands through the suggestion of their own business. This was something that never before had been tried in the Quaker City. Furthermore, it was decided to have publicity matter of a nature fitted to the profession or business of the husband of the recipient also arrive in the home, personally addressed and sent under a two-cent stamp, just as was the engraved invitation.

The publicity notice, somewhat in the form of a souvenir, used with the appeal to the bankers' wives, for instance, was a replica of a bank book case, labeled "Frigidaire Savings Account" and containing a folder, in lieu of a bank book, telling of the saving that could be effected in the home—saving in health, food and money—through installing a "Frigidaire." On the inside cover of the

folder itself appeared a cut of the device and on the opposite page a marginal vignette of moneybag. The "unities" were thoroughly observed with the banking and saving idea.

Of course, the newspaper advertisement was in keeping and the show window decorations were so notable as to attract widespread attention and favorable comment. The "Frigidaire," flung open, was placed in the foreground at the left, while on the right was a "housewife" doll placing away for "savings" a dollar bill in a small safe. Above all on a paper streamer running across the width of the window, was the appropriate announcement, "As you save in the bank, 'Frigidaire' saves in the home." Dangling from four ribbons were four of the "Frigidaire" announcement souvenir "bank books", while a card, mounted on wooden supports atop the safe, proclaimed in a space 10 by 15 inches, "We have a savings account booklet for you."

Blue is a cold color, especially suitable, when combined with white, to announce facts about a device like "Frigidaire," accordingly, the ribbons, part of the doll's dress and the large announcement card were blue. This blue and white color scheme is carried out in each of the window scenes as far as possible.

In the newspaper advertisements, in the souvenir "follow-up" and in the show window, there have been mere suggestions as to the uses of the "Frigidaire" and there has been no attempt to go exhaustively into the subject until the prospect has called—therein has laid some of the finesse of the campaign.

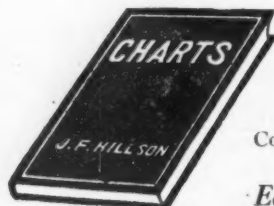
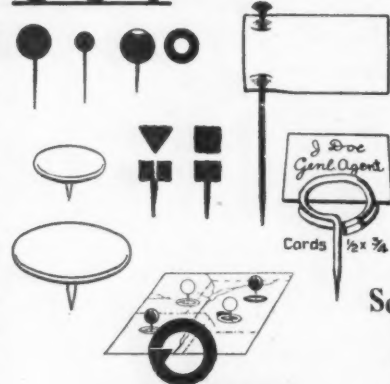
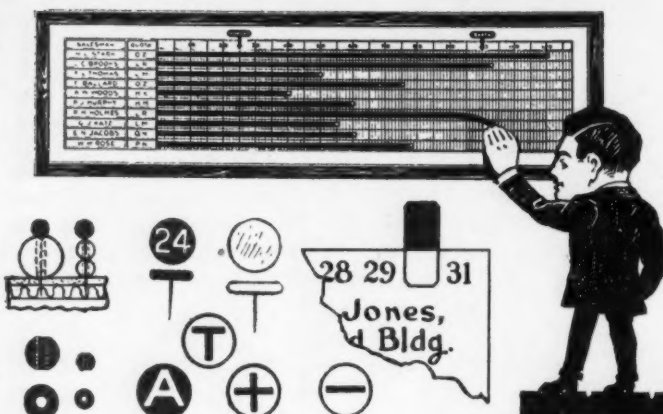
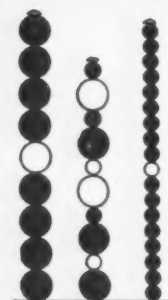
In the interval of the mailing of the invitation and the staging of the next show window, according to the policy of the campaign, there was no follow-up by salesman's call.

The appeal to the wives of architects was the occasion of the second "special day," similarly announced. The show window displayed, opposed to the "Frigidaire" an architect's work table, with blue prints and draughting materials laid upon it. The souvenir announcement mailed out to prospects was a clever "blue print" imitation, prepared with stiff paper cover, in the manner of well regulated blue prints, showing a "Frigidaire" in the corner of a handsomely appointed kitchen. The subject matter on the inside page was all in the architect's vein, while the supplementing card in the show window read: "Have your architect plan a 'Frigidaire' in your new home." The local newspaper copy, of course, was in harmony with all this, in summoning the architects' wives to see the device.

Direct and indirect results were planned for and have been realized. These results have been tabulated, according to Mr. Fox, the Philadelphia branch manager, and they have been not only enough to secure the campaign's success, but have gone far beyond the most sanguine expectations. It would not be fair to give a dollars and cents estimate, for the results doubtless have not finished accruing.

GRAPHIC MARKING DEVICES -

FOR
MAPS
AND
CHARTS



Every Salesmanager Needs EDEXCO DEVICES

for keeping Graphic Records

Compare sales with quotas—locate agencies—check credits—tell where men are—ALL AT A GLANCE.

Send \$1.00 today for big trial outfit

containing 100 map pins and other marking devices, sales maps, charting papers, curve cards, **Edexco** map mount, 2 catalogs—**Graphic Supplies and Mechanical Graphs**—and special Instruction Sheet on Starting and keeping Graphic Records. Catalog alone sent free. Please indicate one desired.

EDEXCO GLASS HEAD MAP PINS

Color runs clear through. Will not peel, chip, nor scratch. 2 sizes—5 shapes—16 colors.

Edexco Pins make your sales map tell the truth

Educational Exhibition Company

134 Custom House Street

Providence, R. I.

How to Select Live Prospects

WHY circularize the fellow in sunny Southern California with an expensive brochure on all-wool underwear when some shivering brother in Montana would read it with zest and buy?

And why mail four-color folders about electric coffee mills to merchants who are not on the "juice line"?

Sounds absurd! But a lot of us are doing that very thing. Our mailing lists are carrying expensive, carefully prepared literature to people who are not even remotely interested because of financial condition, location or physical handicap. And then we groan when inquiry costs pile up and the alibi is that "the cream is gone."

There is a way to select live prospects from your mailing list. The Findex system will put at your instant command vital facts about each prospect which will tell you whether he is worth attention or not. No tedious, costly hand-picking of the list when you have Findex.

Variously used by

American Tel. & Tel. Co.
New York City

Anglo & London Paris
National Bank
San Francisco

Avery Company,
Peoria, Ill.

Bethlehem Shipbuilding Cor-
poration San Francisco

Bureau of War Risk Insurance
Washington, D. C.

California Barrel Company
San Francisco

Central Warehouse Lumber
Co. Cleveland, Ohio

Curtis Publishing Company,
Philadelphia

Empire Gas & Fuel Co.
Bartlesville

Federal Reserve Bank
San Francisco

Independence Bureau
Philadelphia

Industrial Accident Com-
mission San Francisco

New York University School
of Commerce
New York City

Pacific Mills, Ltd.
Ocean Falls, B.C.

Pacific Steamship Co.
Seattle, Wash.

Seattle Hardware Co.
Seattle, Wash.

How Findex Works

Findex is an automatic indexing, cataloging and general information filing system which supplants all the old cumbersome cross-indexing systems. It is a semi-mechanical card file that will produce any desired information which is contained on the cards therein, regardless of the crossing and recrossing of the information sought. With Findex it is absolutely impossible to fail to get all the information recorded. The card containing the information will appear regardless of where it is placed within the file.

Simple to Operate

Findex does not require a specially trained operator. A bright girl can learn to operate the device in a few minutes. There are no parts to get out of order, no mechanism of any kind and *no repairs*.

Your own office data now in ledgers or on cumbersome cards are simplified and made available by Findex. The ability of Findex to select with mechanical precision exactly the group you wish to reach means that you eliminate "dead names", "not-in-the-buying-range names", "out of territory names," etc., retaining only live prospects.

You incur no obligation by asking for full information.

The Findex Company

Woolworth Building,

New York

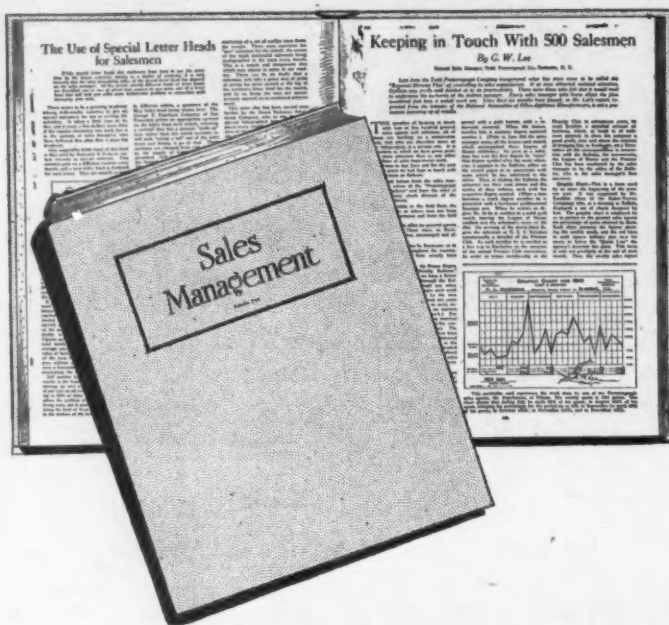
Have your stenographer clip and mail coupon below

Findex Company, Woolworth Building, New York.

Please send me full detailed information on Findex.

Name

Address



Hundreds of Selling Ideas!

No sales library is complete without Volume Two of Sales Management Magazine. Over 500 pages brimful of suggestions, ideas and data for the sales worker. An excellent antidote for that "stale" feeling. A book of experience that cannot be equalled at any price.

Typical Articles in This Big Volume

- | | |
|---|--|
| <ul style="list-style-type: none"> "Our New Plan for Paying Salesmen." "Keeping Sales Analysis Records by Machinery." "A Catalogue Follow-Up that Pulled 25 Per Cent Replies." "When Salesmen Have Difficulty with New Territories" "Why Some Expert Customers Don't Come Back." "How I Meet Price Interruptions." "Three Letters That Closed 33 Per Cent Inquiries." "When Heath & Milligan Cut Territories in Half" "How United Drug Staged a Sales Convention." "The Patent Infringement Swashbuckler." "Making the Buyer Want It." "Is the Ford the Best Car for Salesmen?" "How to Go After Mexican Business." "Handling Price in Selling a Quality Article." "Why We Set Sales Tasks for Our Men." "A Bonus Plan That Increased Sales 142 Per Cent." "Closing the Sale with One Letter." "The Problem of the Tail-End." "If I Were a District Sales Manager." "Four Times the Business from the Same Territory." "How We Made Over Our Sales Force." | <ul style="list-style-type: none"> "Protecting Sales Literature from Idea Pirates." "Two of my Best Sales Letters." "How Ingersoll Increased Sales Per Capita." "When Salesmen are careless About Answering Letters." "When the Buyer Thinks He Knows It All." "How We Abolished Drawing Accounts." "Four Times as Many Calls by Salesmen." "The Buyer Who Isn't Interested." "How National Cash Builds a Sales Convention." "Building a \$27,000,000 in Seven Years." "Where to Get Fresh Sales Ideas." "Before You Send a Man to England." "What I Expect From My Branch Managers." "How One Concern Divides Its Advertising." "The Critical Buyer Who Likes to Argue." "Saturday Afternoon, and Nothing to Do." "Are Salesmen Underpaid?" "The Hood Plan of Working a Sales Territory." "Twenty Questions We Asked Our Salesmen." "Should Salesmen Get Commission on Mail Orders?" "Keeping the Sales Force on Its Toes." etc., etc. |
|---|--|

Price \$6.00 on Approval

The book is heavily bound in buckram, lettered in gold. The edition is limited to 100 copies, most of which have already been sold. To make sure of a copy for your library, order now.

The Dartnell Corporation

Publishers to Sales Managers

1801 Leland Avenue, - Chicago, Ill.

Novel Uses for Motion Pictures in Sales Work

By Ed. Shanks

At the noon meeting of the Chicago Association of Commerce, advertising council, December 17th, there were exhibited several selected films demonstrating the value of motion pictures in sales work.

One reel showed the application of light hoisting machinery to greatly reduce the number of men used in unloading and stacking grain. First the picture illustrated the hand method, then the scene jumped to another company where the machine was in actual use, contrast emphasizing the leading talking point, the saving of time and labor. It was pointed out that the showing of this fifteen minute reel in the office of prospective buyers not only gets the salesman's message across in one or two interviews where it might otherwise require four or five, but it also gives an accurate demonstration of what the machine really accomplishes. This frequently makes unnecessary selling on a "trial" basis or spending valuable time taking the buyer where he can see the machine work.

While the salesmen of many leading concerns of the country use motion pictures in taking the buyer for a trip through the factory or giving a demonstration of the product under ideal conditions, film is more popularly used for advertising purposes. A long list of concerns have films giving a story of their business, for distribution wherever it will serve as publicity. T. T. Maxey, of the Chicago, Burlington & Quincy Railroad, chairman of the meeting and who has had considerable experience with the distribution of advertising films, pointed out that there is a big demand for such films. Many companies have made the mistake of having their names appear prominently in various parts of the film. This immediately brands the film as a strictly advertising proposition and, regardless of character of the film, its distribution is limited. Two films were illustrated at this meeting to show the incorrect method and the more modern method assuring wide distribution.

The first film was that of a leading concern in the food products industry. The company was featured in many ways, including the name on every little strip of film. As a contrast to this, a film produced under the direction of the National Biscuit Company showed the manner in which Uneeda Biscuits are made. The latter contained from beginning to end, what is known in the industrial film business as "human interest" touches. It was turned out following the latest practices. The name of the company does not appear in any manner. However, the trade name, "Uneeda", stamped on the crackers could be plainly seen in one of the "close-ups".

A particularly interesting film of the exhibit was that of the National Cash

You Have a
Standing Invitation to

Call and Inspect
Our Plant

and

Up-to-date Facilities

You will find upon investigation that we appreciate catalogue and publication requirements and that our service meets all demands.

We own the building as well as our printing plant and operate both to meet the requirements of our customers.

Day and
Night Service

The best quality
work handled
by daylight



One of the largest and most completely
equipped printing plants in the United States

Printing and Advertising
Advisers and

The Co-operative
and
Clearing House

for Catalogues and
Publications

We assist in securing catalogue compilers, advertising men, editors, or proper agency service, and render any other assistance we can toward the promotion, preparation and printing of catalogues and publications. Our interest in the success of every legitimate business and publication prompts us to offer our assistance in every direction that appears practical and possible, and we invite suggestions with a view of making our service most valuable.

Catalogue and Publication

PRINTERS

ARTISTS-ENGRAVERS-ELECTROTYPERS

Make a Printing Connection with a Specialist and a Large and Reliable Printing House

Business Methods and Financial Standing the Highest. Inquire Credit Agencies and First National Bank, Chicago, Ill.

OUR SPECIALTIES

- (1) Catalogues
- (2) Booklets
- (3) Trade Papers
- (4) Magazines
- (5) House Organs
- (6) Price Lists

(7) Also Such Printing as
Proceedings, Directories, Histories,
Books and the like.

Our Complete Printing Equipment,
all or any part of which is at your
command, embraces:

TYPESETTING
(Linotype, Monotype and Hand)

PRESSWORK
(The usual, also Color and Rotary)

BINDING
(The usual, also Machine Gathering, Covering and Wireless Binding)

**MAILING
ELECTROTYPING
ENGRAVING
DESIGNING
ART WORK**

If you want advertising service, planning, illustration, copy writing and assistance or information of any sort in regard to your advertising and printing, we will be glad to assist or advise you. If desired, we mail your printed matter direct from Chicago—the central distributing point.

Proper Quality

Because of up-to-date equipment and best workmen.

Quick Delivery

Because of automatic machinery and day and night service.

Right Price

Because of superior facilities and efficient management.

Our large and growing business is because of satisfied customers, because of repeat orders.

We are always pleased to give the names of a dozen or more of our customers to persons or firms contemplating placing printing orders with us.

Don't you owe it to yourself to find out what we can do for you?

Consulting with us about your printing problems and asking for estimates does not place you under any obligation whatever.

Let us estimate on your Catalogues and Publications.

We are strong on our specialties
Particularly the Larger Orders

USE NEW TYPE

For CATALOGUES
and ADVERTISEMENTS

We have a large battery of type casting machines and with our system—having our own type foundry—we use the type once only, unless ordered held by customers for future editions. We have all standard faces and special type faces will be furnished if desired.

Clean Linotype and
Monotype Faces

We have a large number of linotype and monotype machines and they are in the hands of expert operators. We have the standard faces and special type faces will be furnished if desired.

Good Presswork

We have a large number of up-to-date presses—the usual, also color presses and rotaries—and our pressmen and feeders are the best.

Binding and Mailing
Service

We have up-to-date gathering, stitching and covering machines; also do wireless binding. The facilities of our bindery and mailing departments are so large that we deliver to the post office or customers as fast as the presses print.

Rogers & Hall Company

Polk and La Salle Streets

CHICAGO, ILLINOIS

TELEPHONE WABASH 3381—LOCAL AND LONG DISTANCE



HOW many towns can one of your salesmen make in a day? The number can probably be increased, or the prospects in a town may be canvassed more thoroughly. It may take a rearrangement of sales territory boundaries or the plotting of a new path for your salesmen. A little planning with

Iliff Map and Tack Equipment

usually shows ways for salesmen to spend more time facing customers.

Selling organizations—manufacturers, jobbers—in all lines of business have for years followed Iliff recommendations in the selection of their map and tack equipment. We specialize in equipment for the Sales Department. If it is on a map we have it. We make maps by all known processes; in all sizes showing city, township, county and state lines as required. Wall maps, if you prefer them, mounted on three-ply veneer or compo board, on spring rollers or in space-saving display racks. Maps under glass for your desk. **Map Tacks in twenty-four colors and combinations, including Clothed, Glassed, Metalized, Celluloided, Numbered and Lettered.** Atlases of the United States and world.

A feature important in the installation of new map equipment is the famous Iliffish. It enables you to mark on the surface of your maps with inks, paint or pencil. A damp cloth cleans the surface instantly for the recording of new figures.

Ask us to discuss your map problems with you. It entails no obligations. No map requirement is too large, too small or too complicated for our consideration. Send for the Iliff Catalogue.

John W. Iliff & Company
54 W Lake Street, Chicago, Ill

Charles M. Schwab and John H. Patterson Employ Me.
Ask Them.

I Want a Job At 8 Cents a Week

I agree to call on you every two weeks.
During the year I will bring to you:

- 26 Expert Forecasts of Business and Financial Conditions.
- 26 Practical Talks of Business Inspiration, by B. C. Forbes.
- 26 Easily Understood Articles on Economic Subjects of Fundamental Importance to you Personally.
- 26 Fact-Stories Telling How America's Business Leaders solved the very problems that confront you and me.
- 26 Articles Dealing with New Phases of Management.
- 26 Digests of Significant News Affecting Business.

I could not possibly work for you so cheaply without the aid of the Printing Press and U. S. Mails, plus the fact that 35,000 other business people have put me on their payroll at 8 cents a week.

My name is

FORBES MAGAZINE

This Coupon Hires Me—Do I Get the Job?
Then use or copy the coupon.

FORBES MAGAZINE
% E. M. DUNBAR
1913 Rowena St., Boston, Mass.

You get the job. Come every two weeks. I enclose check; or I will mail \$4.00 on receipt of bill for one year's service—(Canada, 50c extra; Foreign, \$1.00 extra).

Name _____
Address _____
Firm & Position _____

National Cash Register Send Me to 234 Department
Heads. It Pays.

Register Company in selling employees on the idea of speeding up production and eliminating waste. The hook-up between the employees' shirking and wage increases is so effectively shown that no one can see the film without being impressed.

There is no doubt but that moving pictures will be increasingly popular in business. As brought out in the meeting, the industrial motion picture business is the infant of an infant. Theatrical motion pictures are still in their infancy, and, while the movie is being used successfully in selling and advertising by such concerns as Postum Cereal Company, J. I. Case Plow Works, Libby, McNeill & Libby, Halsey Stuart & Company, General Fireproofing Company, Kewanee Boiler Company, Burroughs Adding Machine Company, Western Electric Company, Winchester Repeating Arms Company and many others, there is much perfecting still to be done in the work. Most concerns using films produced along the more modern lines report splendid results.

Kardex Sales Break Record Despite Slump

An excellent demonstration of the old truth that there is always business for the man who goes after it is found in the fact that the sales of the American Kardex Company, Tonowanda, N. Y., were 400 percent greater for 1920 than in any preceding year. December business, so the company told its sales representatives at an annual convention on December 16th, had already broken the biggest month's record, and would show a gain exceeding any other month the company has ever had during the five years it has been in business. W. K. Page, who took charge of the marketing of Kardex two years ago, and who is mainly responsible for the gains, announced plans for the extension of the sales organization to include 200 field representatives for the coming year in the United States. Mr. Page will be remembered as sales and advertising manager of the Addressograph Company, Chicago, with whom he was associated for many years.

"In my opinion, SALES MANAGEMENT is without a doubt the finest publication of its kind, being jammed full of usable ideas, instructive and constructive articles that any sales manager can adapt to his individual needs, plans or problems. Personally, I feel I owe a great deal to SALES MANAGEMENT, and am convinced that it has been a decided factor in my own success in this field." F. W. Willis, Gen. Mgr., The Gate City Rubber Co.

"I consider SALES MANAGEMENT decidedly helpful to me as it must be to any sales manager, and although we get one copy regularly as advertisers, we want at least one extra copy for general use in the office, so I desire to have my previous subscription renewed." C. E. Seiler, President, The Findex Co.

Letters to Salesmen

Send your salesmen my stimulating weekly letters. One month's trial service, \$1.00. House Organ and Sales Bulletin Contributions furnished at a moderate charge.

JOHN J. LUTGE

[Sales and Advertising Counselor

265 Ninth Ave., New York City



Why don't You use

WIGGINS Peerless Book-Form CARDS

Saves the firm about 40% on card cost because there are no wasted or soiled cards. Salesmen prefer them because they save a lot of time and bother and they use the tissue between each card for memoranda. Handy leather case fits vest pocket and cards detach with a smooth, clean edge not perforated. Let us send you tab of specimens, see for yourself the unusual quality and careful workmanship which distinguish WIGGINS CARDS.

The John B. Wiggins Co.
Established 1887
1100 So. Wabash Ave.
122 So. Michigan Ave.
Chicago



18 Ideas in Every Issue

Send 25 cents for one year's subscription to **SELLING AID**—with 72 business-winning plans for stimulating sales, following-up—to aid salesmen, help dealers, get mail order results, collect—ideas for letters, house organs, bulletins, enclosures, postcards.

Proofs of new advertising cuts free!

SellingAid CHICAGO

1300 Jackson Blvd.

RUTHRAUFF & RYAN INCORPORATED ADVERTISING

404 FOURTH AVE. at 28th ST., NEW YORK
CHICAGO: 30 NORTH MICHIGAN BOULEVARD
BALTIMORE: 209 NORTH LIBERTY ST.

Today—You Need Real Salesmen as Never Before

Let Us Put You in Touch with Some

Before looking elsewhere for men to round out your sales force first investigate what we can do for you—at absolutely no cost to you or to the salesman.

No matter what your requirements may be we can supply you with men who are **TRAINED TO SELL**. They can be relied upon to go out and get the business and to build up friendship and goodwill for themselves and the house they represent.

If you need men who can talk foreign languages or who have had practical experience in certain lines of business—we can quickly put you in touch with

just the man or men. You are not obligated to hire them, or if you do there is no obligation.

Hundreds of leading concerns are using N. S. T. A. Members with **GREAT SATISFACTION**. In fact, there is hardly a well-known concern in the country that cannot number among its salesmen one or more of our Members. And invariably the men we recommend build up enviable records. Some of them are **STAR** men on big sales forces. This is not surprising because **THEY ARE WELL TRAINED**. They understand every phase of scientific salesmanship and are worthy of consideration by any sales manager with a vacancy to fill.

Send for a Sample Copy of Salesology

If you haven't seen a copy of this newcomer in the selling field then you have missed a treat. It is published in the interest of **BETTER SELLING** by the N. S. T. A. and has gone over with a bang. It is, without a doubt, the liveliest, peppiest little publication in the class field. Already several thousand endorsements of the highest type are in our files and we are proud of them.

It will not obligate you to check the coupon for a sample copy. Give yourself a treat and spend an hour with this remarkable publication. Then, if you want more, it will only cost you one dollar a year.

Hundreds of concerns are subscribing for bulk lots to distribute to their salesmen. So there must be something to it.

Just check the coupon and we will gladly send you the latest copy free of charge.

Remarkable Free Service to Employers and Salesmen

The N. S. T. A. is not an employment agency and makes no charge of any kind either to the employer or salesman member. But an important part of our organization is our **EMPLOYERS SERVICE DEPARTMENT**—in charge of a sales executive who for 18 years sold goods and managed salesmen for a nationally known concern. You are thus assured of being placed in touch with the right type of men as soon as your requirements are made known to us.

At present we have some splendid sales timber for whom we are seeking opportunities with reliable concerns. Some of these men are just starting out. Others are ambitious men with practical selling experience who enrolled with us in order to become better salesmen. The initiative, self-development and records of these men warrant our recommending them. There is no obligation—so fill out the coupon or write us in confidence.

National Salesmen's Training Association

Employers' Service Dept.

Suite 515-27 Monadnock Bldg., Chicago, Illinois

National Salesmen's Training Association,
Suite 515-27 Monadnock Bldg., Chicago, Ill.

Without obligation, please give us the particulars about members of your Association for whom you are seeking positions.

We plan to employ additional salesmen. How many?.....

Territory

Firm

Street..... City.....

Line..... Manufacturer..... Wholesale House.....

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Name

Position with firm.....

WANTED: YOUNG SALESMEN

Anxious to Better Themselves

The largest office appliance organization in its field is starting a training school Feb. 1st. Interviews are solicited from energetic young men of athletic type, not over 32 years. Salesmen—not order takers. Hustlers who have actually created business and can prove it by worth-while sales records.

Office appliance, bond, insurance and similar specialty selling success preferred. Good health—pleasing personality. Enthusiasm and real desire to hustle and earn a better income absolutely essential.

Write in detail. Enclose photograph if possible. Let your letter demonstrate your selling ability.

All applications treated strictly confidential.

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SALES MANAGEMENT

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SALES EXECUTIVES WANTED

A leading manufacturer of heating specialties and temperature regulation requires an aggressive correspondent, preferably, one familiar with this line; but the primary requisite is the ability to write letters that will bring business. Unusual opportunity for advancement if sufficiently energetic to work hard and study. Box 132, Sales Management.

Sales Manager qualified to develop mail order business catering to jobbers (stock order and drop shipments). We are now successfully engaged in same line, selling direct to dealers. We want man experienced in using and following up mailing lists, handling salesmen and jobbers—in fact, taking entire responsibilities for the success of this branch of our business. State age, complete record of experience, salary received, etc. Box 138, Sales Management.

District Sales Managers (2) to cover Central Western territory for manufacturer of nationally advertised specialty, selling to Drug, Jewelry and Stationery retailers. The successful candidates must be able to lay out sales campaigns, supervise salesmen and occasionally cover territory with salesmen who are not producing. Salary \$6000 to \$7200 per year. The Engineering Agency, Inc., 53 West Jackson Blvd., Chicago, Ill.

SALESMEN WANTED

SALESMEN—Specialty side line men who are convincing talkers to sell fifty different articles of display fixtures to all kinds of business. Fifty to One Hundred Dollars a week can easily be made. No samples to carry. Universal Fixture Corporation, 135 West 23rd St., New York City.

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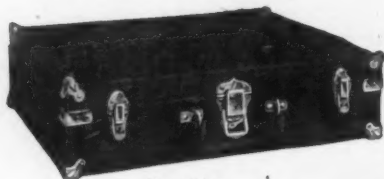


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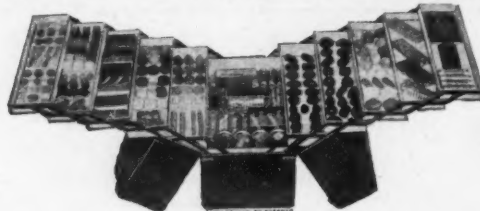
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